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**THE RELATIONSHIP BETWEEN WORK ENGAGEMENT AND
ORGANISATIONAL COMMITMENT AMONG NURSES IN A PRIVATE
HOSPITAL IN KLANG VALLEY**

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**Project Paper submitted to the
School of Business Management
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in Partial Fulfilment of the requirement for the Master of Human Resource
Management**

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ABSTRACT

In current healthcare industry, specifically in private hospital sector in Klang valley, loyal and committed employees are very important to sustain the organisation competitiveness as these loyal and committed employees specifically nurses directly contribute to quality of service and organisational performance in a hospital. In recent studies have revealed that the nursing turnover remains as one of the major issue in the healthcare industry globally. Particularly in Malaysia, with the opening of more new hospitals will resulting to severe shortage of nurses and may resort to poaching nurses from each other within the healthcare industry. Thus, it is vital for the organisation to focus on organisationals' commitment and work engagement to and retain the experience employees and maintain the excellence quality of service. Therefore, this study purposely to examine the relationship between work engagement and organisational commitment dimensions. Using self-administrative questionnaire, this study involved 123 respondents among nurses in a private hospital in Klang Valley. Statistical analysis was performed to examine the relationship between work engagement and organisational commitment dimensions which is affective commitment, continuance commitment and normative commitment. Regression analysis revealed that work engagement has a strong positive relationship with affective commitment and moderate positive relationship with continuance commitment and normative commitment. The result of this study provides a better understanding and guide to Human Resources Department and the Management of the importance of work engagement and organisational commitment in developing retention strategies and retaining current nurses in this private hospital. Appropriate action could be planned to enhance the work engagement among the nurses to reduce the intention to leave and improve the organisation performance.

Keywords: Work engagement, organisational commitment, affective commitment, continuance commitment, normative commitment.

ABSTRAK

Dalam industri penjagaan kesihatan masa kini, khususnya di sektor hospital swasta di Lembah Klang, pekerja yang setia dan komited sangat penting untuk mengekalkan daya saing organisasi kerana pekerja-pekerja setia dan komited khususnya jururawat secara langsung menyumbangkan kepada kualiti perkhidmatan dan prestasi organisasi. Dalam kajian baru-baru ini telah mendedahkan bahawa pemberhentian jururawat kekal sebagai salah satu isu utama dalam industri penjagaan kesihatan di seluruh dunia. Khususnya di Malaysia, dijangkakan lebih banyak hospital-hospital baru yang akan di buka akan memberi kesan kekurangan jururawat yang tinggi dan mengakibatkan jururawat-jururawat di buru antara satu sama lain di dalam industri penjagaan kesihatan. Oleh itu, adalah penting untuk organisasi memberi tumpuan kepada penglibatan kerja dan komitmen para pekerja untuk mengekalkan jururawat yang terlatih bagi mengekalkan kualiti perkhidmatan yang cemerlang. Oleh itu, kajian ini adalah bertujuan untuk mengkaji hubungan antara penglibatan kerja dengan dimensi komitmen organisasi. Dengan menggunakan soal selidik kajian ini melibatkan 123 responden di kalangan jururawat di sebuah hospital swasta di Lembah Klang. Analisis statistik dilakukan untuk mengkaji hubungan antara penglibatan kerja dan dimensi komitmen organisasi iaitu komitmen afektif, komitmen berterusan dan komitmen normatif. Analisis regresi mendedahkan bahawa penglibatan kerja mempunyai hubungan positif yang kuat dengan komitmen afektif dan hubungan positif yang sederhana dengan komitmen berterusan dan komitmen normatif. Hasil kajian ini memberikan pemahaman yang lebih baik dan garis panduan kepada pihak Jabatan Sumber Manusia dan Pengurusan tentang kepentingan penglibatan kerja dan komitmen organisasi dalam membangunkan strategi pengekalan jururawat-jururawat yang sedia ada di hospital swasta ini. Tindakan yang sewajarnya boleh dirancang untuk meningkatkan penglibatan kerja di kalangan jururawat bagi mengurangkan niat untuk meninggalkan organisasi dan meningkatkan prestasi organisasi ini.

Kata kunci: Penglibatan kerja, komitmen organisasi, komitmen afektif, komitmen berterusan, komitmen normatif.

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LIST OF ABBREVIATIONS

DYMM	<i>Duli Yang Maha Mulia</i>
KPI	Key Performance Indicator
CIPD	Chartered Institute of Personnel Development
SPSS	IBM Statistical Package for Social Science
UWES	UTRECHT Work Engagement Survey
OCQ	Organisational Commitment Questionnaire
HR	Human Resources
IV	Independent Variable
DV	Dependent Variable
JD-R	Job Demands-Resources Model
WE	Work Engagement
OC	Organisational Commitment
AC	Affective Commitment
CC	Continuance Commitment
NC	Normative Commitment

CHAPTER 1

INTRODUCTION

1.1 Introduction

Chapter 1 presents an overview of the topic of study. It described the background of the study, problem statement, research questions, research objectives, significance of the study, scope and limitation of study, key definitions and the organisation of chapter in this study. This chapter will provide introduction about the understanding of organisational commitment.

1.2 Background of Study

In the healthcare industry, organisational commitment is crucial and important variable to be considered in light of the high costs associated with turnover and retention. It is also become critical organisational requirements in the current challenging global issues of nurse's turnover. As more and more nurses leaving the organisation for many reasons lately, it has impacted the quality of service in the hospital. The commitment of an employee to his or her workplace is a critical issue in health care setting (Zangaro, 2001) and according to McNeese-Smith and Nazarey (2001), lack of organisational commitment is a strong indicator of lack of engagement of nurses with their jobs.

There are many studies revealed that organisational commitment influenced organisational outcome. According to Lok and Crawford (2001) commitment reflect employees's attitude and behavioural at the workplace, and it also always influenced positive behaviors toward the organization goals (Mathieu & Zajac, 1990; Clugston,

2000; Riketta, 2002). Past study also found robust predictability of organisational commitment on intent to leave and turnover among staff nurses (Larrabee et al., 2003). Empirical research and structural models have shown that organisational commitment was tied to both direct and indirect predictors and is highly associated with intent to leave and actual turnover (Hinshaw, Gerber, Atwood, & Allen, 1983; Mobley, Griffeth, Hand, & Meglino, 1979; Parasuraman, 1989; Porter, Steers, Mowday, & Boulian, 1974; Price & Mueller, 1981; 9 Wagner, 2007). Furthermore, the risk of errors in healthcare can be reduced when employees have high levels of organisational commitment (Pilcher, 1994; Parry & Urwin 2010).

In a private hospital operation, high quality of patient cares and excellence in service are required and important in the presence of the engaged, committed and knowledgeable nurses' workforce in the organisation. According to Lockwood (2007), engaged employees work harder, are more likely to go above the requirements and expectations of their work. Supportive work environment from the organisation such as from the management team, senior staff is crucial where organisational commitment and employee engagement becoming an important element for retention. The supervisor nurse relationship is often the 'buffer' between organisational demands and professional workplace expectations (Ackroyd et al., 2007). Notably, effective supervisor–nurse relationships predict high organisational commitment and well-being (Rodwell et al., 2009, Brunetto et al., 2010, 2012a) and retention (Cropanzano & Mitchell 2005, Cohen 2006).

In global workforce study by the Towers Watson Company (2012), involving 32,000 employees across different industries in the world, the link between engagement

and retention is confirmed. A study from Van Zyl (2010) stating that the understanding of the effect of work engagement aspects on employees can lead to a deeper level of understanding of the happiness of the employees.

Previous studies have shown a positive relationship between work engagement and organisational commitment (Beukes & Botha 2013, Al-Yamani 2011 Julia, Heather and Carol 2006). The result shows that those who are engaged in their work will be more committed to the organisation and vice versa. High engagement predicts high organisational commitment and low turnover intentions for police officers (Brunetto et al. 2012b), therefore a similar relationship is expected for nurses in this organisation. According to Townsend and Gebhardt (2008), organisation must thrive on the mental power of their employees by providing work that leads to employee engagement. If employees are engaged they will become aware of the organisational context and will work with others to improve performance within their roles to benefit the organisation (Devi, 2009). Employees who are engaged are less likely to leave the organisation due to a concern for and desire to meet patients' needs. Baskin (2007) also found that an employee who is not engaged is more likely to leave the organisation.

In light of the impending nursing high turnover issues, particular attention need to be done to sustain the workforce and also to sustain the high quality of patient care. It is crucial to focus on nurses who act as the front liners who supported the business and assist the patients directly. It is a clear sign that effective strategies must be developed and to avoid shortage of experienced and quality nurses and to further understand the condition and situation in nursing departments for the purpose of improvement.

1.3 Problem Statement

Although this private hospital is a newly opened private hospital in 2012, organisational commitment has been seen as one of the factor that contribute to the turnover. Structured interview was conducted with Human Resource (HR) officer in this private hospital and the company reported that there was high turnover of nurses in this organisation. Overall report shows that, the highest turnover reported for the past two years were from the nurses' positions. The number of nurses' total turnover reported by the Human Resource department of this organisation are shown in below Table 1.1:

Table 1.1

Total Turnover Nurses by year

Year	Type of employee	Total employee by 31 Dec 2016	Total Turnover	Percentage
2015	Non-Nurses	63	4	1.4%
	Nurses	214	42	15.2%
2016	Non-Nurses	66	6	2.1%
	Nurses	226	48	16.4%

Source : Data retrieved from Human Resource department, a private hospital

Table 1.1 shows the data retrieved from the Human Resource department on total employee as of 31 December 2017 of a private hospital. Nurses recorded the high percentage of turnover of 15.2% in 2015 and 16.4% in 2016 compared to the nun-nurses position percentage of turnover of 1.4% in 2015 and 2.1% in 2016. Shortage of nurses has been seen directly impact nurses' performance, caused their Key Performance

Indicator (KPI) cannot be achieved and it will impact the overall company goal cannot be achieved. According to Smyer and Pitt-Catsoupes (2007), the nursing profession has increasingly become vital internationally, and the local shortage of competent nurses could even be referred to as an 'imminent crisis'. Ehrhardt (2009) stipulated that nursing shortage could contribute to a national healthcare crisis.

Malaysia also marked an increase number of nurses moving to foreign country, before Malaysia slips into an exporting nurses, strategies on motivating the nurses, promote engagement culture and retention programme must be in place. The strategies of improvement may indirectly promote the organisational commitment among the nurses. American Society of Registered Nurses (2007) reported, almost 1,000 of Malaysian nurses leaving the profession annually and Malaysia needs more than 20,000 registered nurses in all area.

Caren (2016) revealed the statement from the Tourism, Culture and Environment Minister Datuk Seri Panglima Masidi Manjun said that nurses were the front liners in the healthcare system who render and provide high quality care to fulfill the needs for the frailest, the most vulnerable, and sometimes very challenging patients with very complex medical needs. High quality patient care requires the presence of a committed nurses that is fully engaged to their work and profession and sufficient number of nurses to the hospital setting that give quality and excellent services to the patient serving as a private hospital.

Suzanna (2017) has outlined the background of reason of shortage nurses whereby in 2005 to 2010, many nursing school were established in Malaysia and caused over a glut of nurses being churned out in the healthcare sector, with as many as 10,000

students graduating each year. This has prompted the Malaysian Nursing Board of Malaysia to announced new regulations in August 2010 which had increased nursing entry requirements to five credits to stem the tide of new nurses. Ironically, there was a vast drop in intakes for nursing and the measure has been so effective that the shrinking number of candidates pursuing the vocation is a very challenge faced by the industry now days which less than 3,000 nurses graduating yearly. Many colleges which offered nursing courses were closed, resulting fewer nurses were trained.

The shortage of nurses in this private hospital resulting in increasing demand of overtime to existing nurses, similar study result of increasing demand being to licensed practical nurses who could be call upon to cover and perform the registered nurses task (Carman-Tobin, 2011). Other than that, shortage of nurses in this private hospital may also cause nurses suffering from burnout syndrome as they are getting higher and higher workload to cover the shortage and many nurses are required to work mandatory overtime and don't have a choice not to accept the overtime scheduled by the nurse manager. Similar in this private hospital, as nursing shortages mean the workload for nurses continues to increase, hospitals face the challenge of gaining organisational commitment from the remaining nurses (Carman-Tobin, 2011).

In general, in this private hospital the nurses perceive the negative effects of the shortage of nurses on service quality is more severe than the management, perhaps attribute to their daily intimacy with patient care. This organisation facing a problem in maintaining their quality of service due to lack of competent and expert nurses. Several care delivery processes being impacted by the shortage which caused the delay in nurse's response to patient call, delay in process and procedure, increase waiting time of service

in outpatient, incompetent new nurses which can caused communication problem and delay in process and procedures. There also is little guidance about how to make effective use of these lower skilled nurses to enhance patient care and augment the nurses' workforce (Seago & Ash, 2002).

From the researcher observation as a staff in this organisation, I found that the increasing of pressures from the rapid changes that are happening in the hospital environment, the growth of the nearby competitors' business and the migration of nurses to the middle east hospitals with a huge difference on remuneration package have led to a variety of responses between the nurses and becoming an attraction to the nurses to have a better income and difference expose and experiences.

From the above problem discussed, to improve the organisation situation specifically in this private hospital, the organisation need to focus on strategies to solve the turnover and shortage of nurses' issues and this study had been focused on issue related to work engagement and organisation commitment. Hence, this study commences with the focus and intention to investigate the relationship between work engagement and organisational commitment among nurses in this organisation. This study had provided alternative solution to overcome the shortage of employees and turnover issues facing by this private hospital. It also will expand the awareness of the impact of employee engagement on organisational commitment among the nurses besides increase the employee performance in general.

1.4 Research Questions

Based on the above discussion, the main aim of this study is to answer the following research questions.

1. Does work engagement related to affective commitment among nurses?
2. Does work engagement related to continuance commitment among nurses?
3. Does work engagement related to normative commitment among nurses?

1.5 Research Objectives

The main objective is to examine the relationship between work engagement and organisational commitment dimensions among nurses in a private hospital in Klang Valley. Specifically, the objective of this study mainly seeks to achieve the following objectives:

1. To examine the relationship between work engagement and affective commitment among nurses in a private hospital in Klang Valley.
2. To examine the relationship between work engagement and continuance commitment among nurses in a private hospital in Klang Valley.
3. To examine the relationship between work engagement and normative commitment among nurses in a private hospital in Klang Valley.

1.6 Significance of Study

This study examined the relationship between work engagement and organisation commitment among the nurses in a private hospital. At the end of this study, is hope that

the findings may benefits and provide useful information to the body of knowledge and could strengthen the understanding and significant relationship between work engagement and three organisational commitment dimensions affective commitment, continuance commitment and normative commitment.

This study is significant on knowledge and also significant on practical contribution to organisational commitment. The significance of this study may contribute insights to many party and will help decision makers, policy makers, and practitioners so called as the management not only in this organisation but also to the healthcare industry in forming their operational activities, business strategy for retention of nurses.

The finding expects to provide better insights to the management of a private hospital to understand the significant of organisational commitment and work engagement among nurses in delivering better performance and high-quality services to patient besides understanding the factor that could reduce the number of nurses' turnover and retaining the nurses. This study also adds to the existing body of knowledge by identifying employee engagement significant influence on which particular organisational dimension.

Apart from that, this study will provide insight on the importance of organisational commitment and employee engagement as the related factor in increasing overall company performance and achieving company goal. Focusing on organisational commitment and engagement practically could improve and strengthen the relationship among the nurses and may contribute to better commitment to organisation. It could create a harmony relationship between the employee, create positive attitude among the

nurses which may reduce the turnover intention. This is broader contribution that extends beyond the management of this company context.

1.7 Scope of Study

This study was conducted in intention to examine the relationship between work engagement and the organisational commitment dimensions such as affective commitment, continuance commitment and normative commitment among the nurses. The respondents are among the nurses from various departments in a private hospital in Klang valley. This study used quantitative approach which data is collected through the questionnaire distributed and answered by the respondents. The accuracy of the results depends on the sincerity of the responses answered the questionnaire.

It is believed that similar studies should be conducted in bigger private hospital and public hospital in order to get more comprehensive result on the relationship between work engagement and dimension of organisational commitment such as affective commitment, continuance commitment and normative commitment among the nurses.

1.8 Key Definitions

1) Work Engagement

Engagement is a positive fulfilling, work related state of mind that is characterized by vigor, dedication and absorption (Schaufeli & Bekker, 2002).

2) Organisational Commitment

Organisational commitment defined as an employee' strong believe in and acceptance of an organisation's goal and values, effort on behalf of the organisation to reach these goals objectives and strong desire to maintain membership in the organisation (Hunt & Morgan, 1994).

3) Affective Commitment

The effective emotional attachment to identification with, and involvement in the organisation (Allen & Meyer, 1990).

4) Continuance Commitment

Awareness of the costs associated with leaving the organisation (Allen & Meyer, 1990).

5) Normative Commitment

A feeling of obligation to continue employment (Allen & Meyer, 1990).

1.9 Organisation of Chapters

This research is divided into five chapters. Chapter 1 presents the introduction, the background of study, the problem statement, the research questions, the research objectives, the significance of study, the scope and limitation of study and the key definitions.

Chapter 2 reviews the past literature on the relationship between work engagement and organisational commitment.

Chapter 3 presents the research methodology of the study, including the population and sampling technique. The chapter mentions the selection of the respondents, sample types and size, the development of the questionnaires of the research, pilot test and data collection procedure.

Chapter 4 presents findings from the data gathered from quantitative method and presents the data analysis results. There are reports of descriptive statistical analysis. The results are summarized in a number of tables to facilitate interpretation. The data analysis was generated using the IBM Statistical Package for Social Science (SPSS) version 23.

Chapter 5 is the final chapter interpret and discuss the research findings and results in relation to the research objectives. In addition to the discussion, this chapter also presented the implication, limitation, recommendation for future research and the conclusion of the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Chapter 2 review the past studies related to the variables of this study namely organisational commitment and work engagement. The relevant studies were reviewed and discussed relating to the variables tested in this study. The literature review focuses on the organisational commitment dimensions and work engagement as below:

1. Affective Commitment
2. Continuance Commitment
3. Normative Commitment
4. Work engagement

Organisational commitment is an important variable to consider in light of the high costs associated with turnover. It has been defined as “... a psychological link between the employee and his or her organisation that makes it less likely that the employee will voluntarily leave the organisation” (Allen & Meyer, 1996: 252). According to Porters, Steers, Mowday and Boulin (1974) organisational commitment is the willingness of employees to make a greater effort on behalf of their organisations, a strong desire to remain in their organisations and accept their major goals and values. Porter et al (1974, p 604) further describes organisational commitment as “an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf”. Individuals consider the extent to which their own values and goals relate to that of the

organisation as part of organisational commitment, therefore it is considered to be the linkage between the individual employee and the organisation. Meyer and Allen (1991) describes commitment relates to an employee's attachment, identification and involvement with the organisation. Employees with strong organisational commitment stay with the organisation because they want to (Meyer and Allen 1991). Moreover, organisational commitment was found positively related to job performance, organisational citizenship behaviours and job satisfaction (Allen & Meyer 1996; Meyer & Allen 1997). In previous study, Lum and colleagues (1998) found that organisational commitment had a direct impact on nurses' intentions to leave their position.

Initially, Meyer and Allen (1984) proposed that a distinction be made between affective and continuance commitment, with affective commitment denoting an emotional attachment to, identification with, and involvement in the organisation and continuance commitment denoting the perceived costs associated with leaving the organisation. However, later it was suggested normative commitment as a third distinguishable component of commitment, which reflects a perceived obligation to remain in the organisation (Allen & Meyer, 1990).

Organisational theorists produced seminal research on the concept of organisational commitment (Becker, 1960; Etzioni, 1965; Kanter, 1968; and Saunders, 1956). These studies all suggested that organisational commitment is a large multivariate construct. Although it may elude precise definition, organisational commitment has been shown to be important in improving employee engagement for retention.

Furthermore, organisational commitment has been studied with respect to other concepts such as careers, organisations, norms, identification, morals, work, job

involvement, security “side-bets,” affect, psychological ownership, and so forth (Pierce & Geyer, 1991; Porter et al., 1974; Powell & Meyer, 2004; Liou & Cheng, 2008; Wagner, 2007). Numbers of research in this area has been derived from the perspectives of organisational psychology and sociology and has focused on retention and turnover (Mathieu & Zajac, 1990; Mowday et al., 1979; Price & Mueller, 1981). Two distinct perspectives on the concept of organisational commitment have emerged: behavioral (Alutto, Hrbiniak, & Alonso, 1973; Blau, Surges, & Ward-Cook, 2003) and attitudinal (Etzioni, 1965; Kanter, 1968). Mowday et al. (1979) describes organisational commitment primarily in terms of an attitudinal approach. Generally, employee who displaying less of these attitudinal or behavioral attributes in terms of his or her employing organisation may be more likely to leave and be at greater risk of turnover (Price, 2009).

Organisational commitment from a behavioral perspective describes a person’s preoccupation with the organisation as evidenced by personal time devoted to organisational activities. From their perspective, organisational commitment is “the relative strength of an individual’s identification with and involvement in a particular organisation that is characterized by three factors: 1) a strong belief in and acceptance of the organisation’s goals and values, 2) a willingness to exert considerable effort on behalf of the organisation, and 3) a strong desire to maintain membership in the organisation” (p. 226). Past studies viewed the concept more from a behavioral perspective and referred to organisational commitment as one’s persistence in making sacrifices for the good of the organisation (Weiner & Vardi, 1980).

Caught and Shadur (2000) explained organisational commitment is the employees' state of being committed to assist in the achievement of the organisation's goals, and involves the employees' levels of identification, involvement, and loyalty. It is an emotional response that can be measured through people's behaviors, beliefs, and attitudes and can range anywhere from very low to very high. Although there were vary approaches to the definition of organisational commitment considerably (Becker, 1960; Brown, 1969; Salancik, 1977; Sheldon, 1971; Weiner & Gechman, 1977), certain trends are evident and many of these definitions focus on commitment related to behaviors. According to Saal and Knight (1987), employees with a high level of commitment tend to make greater effort to perform and invest their resources in the organisation and organisational commitment highlights the individual's identification and involvement with an organisation (Mowday et al., 1979).

2.2 Affective Commitment

The first dimension of organisational commitment is affective commitment. Affective commitment reflects commitment based on emotional attachment to the organisation in other words emotional ties to employee develops with the organisation primarily through work experience. Affective commitment is the emotional attachment to and involvement in the job, (Meyer & Allen, 1991). Affective commitment also has been seen as employee's personal attachment to, identification with, and involvement in the organisation he works, resulting in a strong belief in the organisation's goals and values and exerting extra effort on behalf of the organisation (Mowday et al., 1979, p. 226). Beck and Wilson, 2000 stated members who are committed on an affective level stay

with the organisation because they view their personal employment relationship as congruent to the goals and values of the organisation. The importance of affective commitment lies in the belief that it shows the strongest positive relationship with desirable outcomes (Eisenberger, Huntington, Hutchison & Sowa, 1986). Finegan (2000) explained that affective commitment correlates with an organisation perceived to value humanity, while the value of convention is correlated with continuance commitment. It has also been determined that high affective commitment by employees also leads to a degree of autonomy (Mathieu & Zajac, 1990). Morrow (1993) describes affective commitment is a work-related attitude with positive feelings towards the organisation

According to Storey (1995), the strength of affective organisational commitment is influenced by the extent to which the individual's needs and expectations about the organisation are matched by their actual experience. Past study also describes affective commitment as value rationality-based organisational commitment, which refers to the degree of value congruence between an organisational member and an organisation (Tetrick, 1995). Some researcher argue that committed employees might experience more negative reactions to such stressors than those who are less committed (e.g., Reilly, 1994). Therefore, it may lead to intention to leave among the employee.

2.3 Continuance Commitment

The second dimension of organisational commitment is continuance commitment. According to Meyer and Allen (1997) continuance commitment describes the awareness of the costs associated with leaving the organisation. Continuance commitment also reflects commitment based on the perceived costs, both economic and social, of leaving

the organisation. Continuance or calculative commitment occurs when individuals base their relationship with the organisation on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). According to Meyer and Allen (1997) it is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organisation. They further state that employees who's committed to the organisation is based on continuance commitment remain because they need to do so (Meyer & Allen (1991). This indicates the difference between continuance and affective commitment.

According to Beck and Allen (1984), continuance commitment can be regarded as an instrumental attachment to the organisation, where the individual's association with the organisation is based on an assessment of economic benefits gained and another past study indicates continuance commitment strength, which implies the need to stay, is determined by the perceived costs of leaving the organisation (Meyer & Allen, 1984). Best (1994) stated that continuance organisational commitment will therefore be the strongest when availability of alternatives is few and the number of investments are high. This argument in line with the view that when employee get a better offer, employees may leave the organisation.

Some studies stated that accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to. (Meyer et al., 1990). This shows that individuals stay in the organisation, because they are happy and interested by other accumulated investments which they could lose, such as long service award and seniority. The need to stay is for positive profit and benefit associated with continued participation

and termination of service is a lost or cost associated with leaving. Tetrick (1995) view the profit notion by describing the concept continuance organisational commitment as an exchange framework, whereby performance and loyalty are offered in return for material benefits and rewards.

The latter entails that individuals stay in the organisation because they want to and therefore, in order to retain employees who are continuance committed to the organisation, more attention and recognition from the organisation to those elements is needed to boost the employee's morale to be affectively committed.

2.4 Normative Commitment

The third dimension of organisational commitment is normative commitment. It occurs when individuals remain with an organisation based on expected standards of behavior or social norms and it reflects the commitment based on perceived obligation towards the organisation. These individuals value obedience, cautiousness, and formality. Research suggests that they tend to display the same attitudes and behaviors as those who have affective commitment

Past Researcher describes normative commitment as a feeling of obligation to continue commitment (Meyer & Allen, 1991; Meyer, Allen & Smith, 1993). These feelings result from the normative pressures that employees experience (Allen & Meyer, 1990; Field & Buitendach, 2011; Viljoen & Rothmann, 2009). According to Allen and Meyer (1991), internalised normative beliefs of duty and obligation make individuals obliged to sustain membership in the organisation. Meyer and Allen (1991) found that employees with normative commitment feel that they ought to remain with the

organisation and the employees stay because they feel that they should do so or it is the proper thing to do morally right to stay in the organisation, regardless of how much status enhancement or satisfaction the organisation gives him or her over the years. Wiener and Vardi (1980) interpret normative commitment as the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the organisation. Iverson and Buttigieg (1990) describes organisational members are committed to an organisation based on moral reasons.

Suliman and Iles (2000) explained the normative organisational commitment strength is influenced by accepted rules about reciprocal obligation between the organisation and its members. McDonald and Makin (2000) stated that the reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way. Therefore, it can be defined that individuals often feel an obligation to repay the organisation for investing in them, for example through training and development. Meyer and Allen (1991) also argue that this moral obligation arises either through the process of socialisation within the society or the organisation. In other words, it is based on a norm of reciprocity, if the employee receives a benefit from the organisation, it places him or her the moral obligation to respond in kindness.

2.5 Work engagement

The construct of work engagement has become a popular concept among practitioner organisations (Macey & Schneider, 2008; Saks, 2006; Van Rooy et al, 2011). Past literature suggests that work engagement is associated with various important

organisational outcomes, such as in performance and employee turnover (Chartered Institute of Personnel Development (CIPD, 2010). Similar studies found that work engagement has spurred interest in scientific community and subject to empirical studies (Halbesleben & Wheeler, 2008; Koyuncu et al, 2006; Kular et al, 2008; Robinson et al, 2004). As research largely echo the assertions made by the popular literature that the level of work involvement has significant benefits for the organisation (Schaufeli & Salanova, 2007; Harter et al., 2002).

Kahn (1990) defined work engagement as the harness themselves members of an organisation with the role of their work in the engagement, the employ and express themselves physically, cognitive, and emotional time role performance. Other researchers have defined work engagement as emotional and intellectual commitment to the organisation (Baumruk, 2004; Richman, 2006; Shaw, 2005). According to Frank and Taylor (2004), work engagement is the discretionary effort exhibited by employees in their work. The concept of employee involvement seems to overlap with organisational commitment, organisational citizenship behavior, and job involvement (May et al, 2004; Robinson et al, 2004). Hallberg and Schaufeli (2006) reviewed the present concept of work engagement theoretically and empirically and defined work engagement as representing the experience the spirit of participation, dedication to the role, and the absorption over a period of time such as weeks, months, or even years.

Other studies stated that engagement comes from the burnout literature which describes job engagement as the positive antithesis of burnout noting that burnout involves the erosion of engagement with one's job (Maslach et al., 2001). According to Maslach et al. (2001), six areas of work-life lead to burnout and engagement: workload,

control, rewards and recognition, community and social support, perceived fairness, and values. They argue that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Like burnout, engagement is expected to mediate the link between these six work-life factors and various work outcomes. One way for individuals to repay their organisation is through their level of engagement. That is, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organisation. Bringing oneself more fully into one's work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organisation's actions. It is more difficult for employees to vary their levels of job performance given that performance is often evaluated and used as the basis for compensation and other administrative decisions. Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organisation. In summary, SET provides a theoretical foundation to explain why employees choose to become more or less engaged in their work and organisation.

The conditions of engagement in both Kahn's (1990) and Maslach et al.'s (2001) model can be considered economic and socioemotional exchange resources within SCT. When employees receive these resources from their organisation they feel obliged to repay the organisation with greater levels of engagement. In terms of Kahn's (1990) definition of engagement, employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organisation. When the organisation fails to provide these resources, individuals are more

likely to withdraw and disengage themselves from their roles. Thus, the amount of cognitive, emotional, and physical resources that an individual is prepared to devote in the performance of one's work roles is contingent on the economic and socioemotional resources received from the organisation.

When it comes to measuring and determining work engagement, organisational many practitioners draw upon is Gallup Incorporated. Gallup approach has become more empirical, questionnaire consisted of twelve questions is a measure attitudes as a result of satisfaction, loyalty, pride, faith and customer service intention to stay with the organisation. These items were chosen because they measure the issues that are within the jurisdiction of a supervisor in charge of a given business unit. The concept has also attracted a substantial amount of attention recently (Macey & Schneider, 2008). Engagement is also considered to be highly motivating (Schaufeliet al., 2002) and has been linked to a positive increase in health outcomes (Schaufeli & Bakker, 2004) as well as increased job satisfaction, organisational commitment, and decreased turnover (Salanova et al., 2002). Moreover, engagement can also improve the climate of service organisations (Salanova et al., 2006).

Past study by Stockley (2007) defines engagement as far as employee believe in the mission, purpose, the organisation and show their commitment through their actions and attitude towards employers and customers. The organisation has created a vision, mission and value statements. Employees are required along with the organisation to achieve its vision, mission and values statement. The question that arises is how the employees attached to vision, mission, and values. Engagement is to assess the level of retention by evaluating employee behavior. Jack (2010) defined work engagement

differently. Jack (2010) defined work engagement is the extent to which employees are motivated to contribute to organisational competitiveness advantage and they are ready to show commitment, loyalty, and beyond basic the need to achieve the tasks and goals of the organisation. This statement was concured by study conducted by Towers Perrin (as cited in Frank et al., 2004) participation is voluntary workers selection of an employee organisation to provide additional time, energy, and brain power.

Macey and Schneider (2008) also classified the various definitions of work engagement in three facts which is nature, state, and behavior. Behavior engagement refers to outcomes involvement, including job descriptions and beyond be adaptive in the face of opportunities and challenges (Macey & Schneider, 2008). Robinson, Perryman & Hayday (2004) explains that most work engagement accordingly is a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation (Robinson, Perryman & Hayday, 2004). The organisation must work to develop and fostering participation, which requires a two-way relationship between employer and employees. According to the study, several key components that drive engagement involved in decision making, the extent to which employees feel able to to express their ideas and their manager heard the views and values of workers' contributions and an opportunity for employees to work (Robinson, Perryman & Hayday, 2004).

In addition, greater employee's engagement, the more likely he is to 'go the extra mile 'and deliver a good performance. Several studies conducted to prove that the level of work engagement have a positive impact on business, for example Gallup's research in

2003 showed that public organisations ranking in the top employee involvement Earnings Per Share growth rate 2.6 times they are below average. At the same time, the firm estimates that miss employees cost U.S. companies as much as \$ 350 billion a year in lost productivity.

Gallup defined engagement as the individual's involvement and satisfaction as and passion for the work ("Engaged employees index", 2009). Based on their national survey of U.S. workers, Gallup also argues that there are three types employees:

- i) *Engage employees*- work with passion and feel a profound connection to their organisation. They drive innovation and move the organisation forward.
- ii) *Not engage employees* - employees basically checked. They sleep walking through their workday, putting time but no energy or enthusiasm their work.
- iii) *Actively disengaged*- employees not only feel unhappy in their work but busy acting out their unhappiness. Every day, these employees undermine what engage co-workers to accomplish.

Leiter and Maslach state that engagement can be seen as a constructive indicator of commitment. Saks and Rothmann (2006) also explain that employees see engagement as a means of a repayment toward the organisation. Thus, nurses can choose on what degree or what level they want to be engaged in their work, which can influence their loyalty and commitment to the organisation (Blizzard, 2002). According to Jordaan and Rothmann (2005), engaged employees are loyal and psychologically committed to the organisation and this view also was confirmed by Blizzard (2002). According to Wright and Cropanzano (2000), managers want to improve staff engagement because this tends

to lead to staff performance, reduces staff turnover and improves the well-being of employee.

2.6 Work engagement and Organisational Commitment

Employee engagement has gained much popularity and the knowledge is required by many stakeholders related to the employees and organisations. More recently, employee engagement has generated significant interest among HR professionals as several researchers claim engagement has a positive relationship with customer satisfaction, productivity, profit, employees' retention (Coffman & Gonzalez-Molina, 2002; Buckingham & Coffman, 1999) and organisational success and profit (Richman, 2006; Baumruk, 2004). According to Mowday (1979) organisational commitment highlights the individual's identification and involvement with an organisation whereby work engagement entails the involvement in the work role or the work itself (Schaufeli & Bakker, 2010).

Harter et al. (2002) argue that employee engagement is important for meaningful business results and performance in many organisations. Saks (2006) conceptualizes employee engagement based on Maslach et al. (2001) model. Saks (2006) defines employee engagement as the extent to which an individual is attentive and absorbed in the performance of his/her roles. He discerned between two types of employee engagement: job engagement and organisational engagement. Job engagement refers to the extent to which an individual is actually fascinated in the performance of his/her own individual job role (pp: 600-619). Meanwhile, organisational engagement reflects the extent to which an individual is psychologically present as a member of an organisation.

Past study stated that organisational commitment is important to examine because high commitment is associated with low turnover intentions (Lum et al. 1998, Meyer et al. 2002) and because the cost of replacing a nurse has been estimated to be twice their annual salary. Worse, reduced staffing levels can result in higher mortality, infection rates, length of hospital stays, drug errors and accident rates (Atencio et al. 2003). Furthermore, past studies suggest that employee engagement predicts organisational commitment (Coffman & Gonzalez-Molina 2002, Saks 2006); however, this relationship has not been established for nurses (McQueen 2004).

Regarding to the impacts of employee engagement on organisational commitment, Schaufeli and Salanova (2007) studied work engagement and found that when engagement level increases the level of organisational commitment increases as well and, moreover, enhances job satisfaction, higher performance and reveals a greater demonstration of personal ideas, higher attendance and lower turnover rates, improved health and security, proactive behavior and learning motivation. A number of previous studies on relationship between work engagement and organisational commitment shown that nurses who view their work as a calling are more committed to the organisation and more engaged in their work (Beukes & Botha, 2013).

Organisational commitment is also increased by higher levels of work engagement (Hakenen, Bakker & Schaufeli, 2006; Llorens, Bakker, Schaufeli & Salanova, 2006; Simpson, 2008). Once and employee is engaged in work and committed to the organisation, it can be predicted that the turnover will be lower. Research has shown that there is a link between work engagement and organisational commitment in the workplace (Field & Buitendach, 2011; Van Zyl et al., 2010). Statistically,

organisational commitment is a separate latent factor that correlates moderately with work engagement (Schaufeli & Bakker, 2010). Research shows that work engagement resulted in 40% variance in organisational commitment (Field & Buitendach, 2011).

2.7 Research Framework

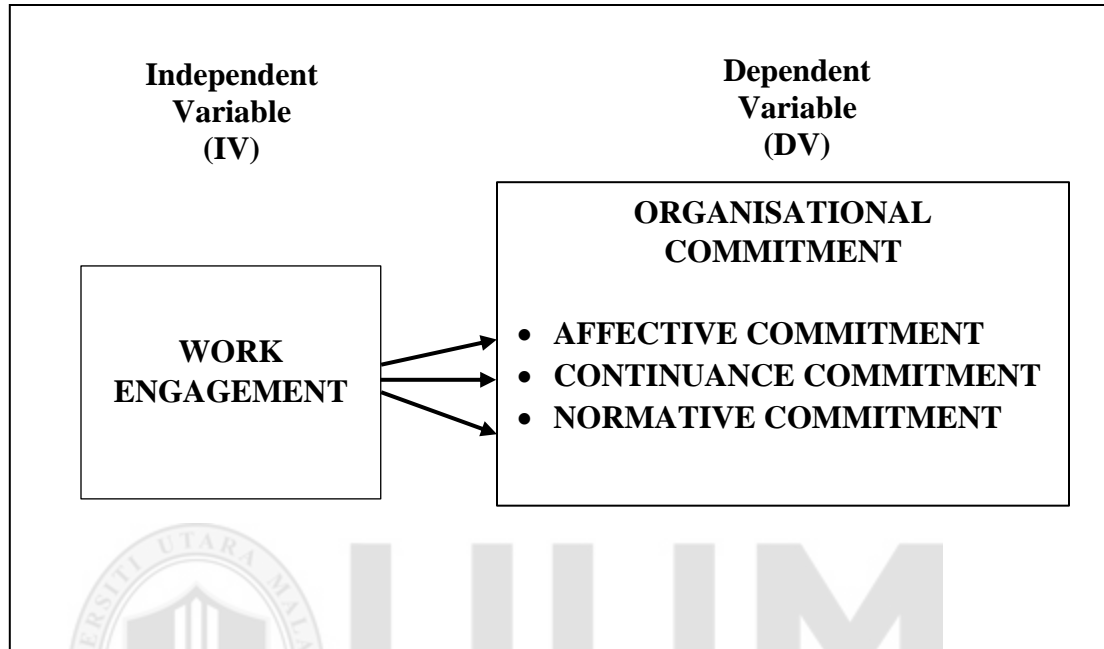
The research framework to be tested in this study as shown in the following Figure 2.1. There are three direct relationship proposed in this study. This study intends to examine the relationship between work engagement as independent variable and affective commitment, continuance commitment and normative commitment as dependent variables among the nurses in a private hospital in Klang valley. There are three direct relationship involved in this study and variables will be determined through the statistical analysis.



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Figure 2.1

Research Framework



2.8 Research Hypotheses

Abbass and Ikhlas (2014) found that organisational commitment has a positive and significant relationship with affective commitment. Similar to past studies indicated that there is a positive relationship between work engagement and affective commitment (e.g., Richardsen et al., 2006; Llorens et al., 2006; Hakanen et al., 2006; Saks, 2006; Demerouti et al., 2001; Maslach et al., 2001; Brown and Leigh, 1996). These results suggest that employees who reported higher levels of organisational engagement will also report greater affective commitment. Collin and Samuel (2013) findings also point out the need for organisations to provide employees with the necessary resources that leads to affective psychological work-related state of mind likely to inspire employees to actively

express and invest themselves emotionally, cognitively, and physically in their role performance needed to perform their work since it has consequential effects on the employee engagement and organisational commitment.

Engaged individuals may consider leaving the organisation as a sacrifice. However, this effect may not be strong enough to increase significantly their continuance commitment to the organisation. Conceptually, continuance committed individuals will remain in organisations as they feel that they need to do so. According to Allen and Meyer (1990) an individual's feelings about need to remain in the organisation may be influenced by the sacrifices the s/he will likely incur if s/he leaves the organisation. If they leave, the sacrifices that individuals have to do may be more idiosyncratic (Meyer et al., 2002), or may be more material in nature. Meyer and Allen (1991) found continuance commitment as the consciousness of the costs linked to leaving the organisation. However, study by Abbass and Ikhlas (2014) show a significant and negative relationship between job engagement and continuance commitment. Lau (2011) also found that engagement and continuance commitment have a nonsignificant positive association. Although non-significant, the sign of the association between engagement and continuance commitment suggests that there may be a small effect of engagement on continuance commitment. Engagement and continuance commitment may be positively related. When people engage in their work roles they self-employ in them (Khan, 1990). Engaged employees become physically involved in their tasks and connect emphatically with others in a way that they display what they think and feel, their creativity, their beliefs and values, and their personal connections to others (Khan, 1990). Engaged employees harness their behaviors, cognitions, and emotions so high in their work

performances that they fulfill their human spirit at work (Khan, 1990; May et al., 2004). Remarkably, if individuals harness their self so high in their jobs, then leaving the organisation for which they work may be a high sacrifice for them. Given their fulfillment, engaged employees are likely to drive their energies into the job and dedicate long periods of time to it (Schaufely & Barker, 2004). Given that perceived sacrifices of leaving an organisation can affect continuance commitment.

Other than that, engagement, may influence the workers' socialization that can eventually increase their normative commitment to the organisation. Engagement and normative commitment can be positively associated. A study finding suggest that there is a positive association between engagement and normative commitment (Lau, 2011). Abbass and Ikhlas (2014) findings show that the impact of employee engagement on normative commitment was stronger than on the impact of affective commitment and continuance commitment among the frontline employees within the banking sector in Jordan. Some individuals feel committed to the organisation by a sense of loyalty or moral obligation. Some studies on organisational commitment indicates that factors that affect people socialization in the job can influence normative commitment. Through socialization, employees may develop loyalty, or a sense of moral obligation toward the organisation (Allen & Meyer, 1990). Through socialization individuals may learn what they ought to do to help their organisation from what they believe most others in the group will do (Van Vugt & Hart, 2004). Khan (1990) argues that engaged employees are highly empathic toward others in the group. If engaged employees are emphatic, then they may be easy to socialize. Khan (1990) stated that engaged employees spend a considerable amount of time in and out of their formal work schedule with other

organisational members. Salancik and Pfeffer (1978) suggested by social information theory, the amount of time that workers spend together increases the chances that employees have meaningful interactions through which they communicate the group's accepted behaviors and expectations. The interactions that engaged employees can also increase the loyalty toward the organisation as they develop social identification with others. Taormina (1999) findings show that normative commitment has been found to be positively associated with socialization related factors such as support from co-workers. Social identification has been suggested as a factor that can influence normative commitment (Meyer et al., 1993).

Empirical evidence pertaining to the relationship between the independent variable and dependent variables in this study were presented in the above to support the proposed hypotheses. Hence, the following research hypotheses were proposed for this study:

- H1: Work engagement is positively related to affective commitment
- H2: Work engagement is positively related to continuance commitment
- H3: Work engagement is positively related to normative commitment

2.9 Conclusion

This chapter reviewed the relevant literature on work engagement and organisational commitment and in summary, this study focuses on the relationship of work engagement and the three dimensions of organisational commitment which is affective commitment, continuance commitment and normative commitment. Based on the literature, the hypotheses were proposed and the following chapter explains the methodology used to conduct the present study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Chapter 3 outlines the procedures that being conducted in this study. This chapter covers the methodological aspect of the research includes research design, population and sampling procedures, instruments and measurement, layout of the questionnaire, pilot test study, data collection procedures and also techniques of conducting data analysis.

3.2 Research Design

The research design is a non-experimental cross-sectional field study using survey methodology. The quantitative research involves the use of a questionnaire in collecting the primary data. According to Creswell (2003), quantitative method is very useful to analyze or prove theories and most of studies in social and human science apply a quantitative research design to describe the relationship among the variables. For the purpose of this study, quantitative approach has been used to investigate and establish the relationship between measured variables and to verify the hypotheses according to the research objectives. This research uses quantitative approach and statistical data as a tool for saving time, effort and resources in describing the result. The survey method is selected as it is the easiest method to quickly collect data and can be tailored with statistical analysis.

3.3 Population and Sampling Technique

3.3.1 Population

The population of this study includes nurses from various departments in this hospital. Based on the record given by the Human Resource officer in this private hospital, there were 230 nurses working in this private hospital and they were from various department consist of eight departments in the hospital. The breakdown of the total number of nurses by department are shown in the below Table 3.1.

Table 3.1

Total Number of Nurses by Department

Department	Total
Nursing Services	10
Wards	86
Theatres & Laboratory	25
Maternity	32
Emergency Room	22
Dayrooms & Procedures	18
Outpatient Care	25
Other Clinical Services	12
Total	230

Source : Data retrieved from Human Resources department, a public hospital

3.3.2 Sample Size

Estimating an appropriate sampling size is one of the significant aspect in the research design. An efficient method of determining the required sample size is vital in research design as a tool to represent the number of population in any organisation or community (Krejcie & Morgan, 1970). This has allowed the researchers to manage the number of respondent in certain population by using statistical inference from the samples. Such estimations are based on the laws of probability and are best estimates rather than absolute facts (Ary, Jacobs, & Sorenson, 2010). In this study, Krejcie and Morgan's (1970) table was used in determining the sample size of population. During the pilot test, 50 nurses have involved. For the purposed of this study, the remaining of 180 nurses in this hospital were the target of respondents and data collection involved nurses who working in various departments within the hospitals. Based on Krejcie and Morgan's (1970) table, in determining sample size for a given population of 180 nurses, a sample size of 118 nurses would be needed to be the respondent. However, to encounter the worst scenario of lack respondents, total 158 sets of questionnaires were distributed to nurses in various departments in a private hospital and but not all responded and returned the questionnaires to the researcher. The total number responded were 123 out of 158 sets of questionnaires distributed.

3.3.3 Sampling Technique

According to Sekaran and Bougie (2009), all element in the population are considered and each element has an equal chance of being chosen as the subject for probability sampling. Probability sampling method was chosen and simple random sampling was

used in data collection process. When random sampling is used to select the samples, the researcher can assume that the characteristic of the sample will reflect approximately the characteristic of the total population (Leedy and Ormrod, 2005).

3.4 Operational Definitions and Measurements

The operational definitions and measurements were explained and table in the following sub sections:

3.4.1 Instruments

Selecting appropriate and useful measuring instruments is critical (Ary, Jacobs & Sorenson, 2010) in order to achieve the objective of this study. In this study, a set of questionnaires (Appendix 1) together with a cover page were developed for the data collection purposes and a close-ended questionnaire was used to gather information of the demographic background. There are many advantages by using questionnaire to gather the information such as relatively low in cost, fast and easy way to collect an amount of data in a short time. The questions were also assessed using the five-point Likert rating scale as shown in the following Table 3.2 with the respondents indicating their level of agreement or disagreement on each of the questionnaire items. According to Revilla, Saris & Krosnick (2014); Daws (2008), measurement using the five-point Likert rating scale provide higher quality data compared to seven-point or eleven-point Likert rating scale.

Table 3.2

Five-point Likert Rating Scale

Scale	Judgement
1	Strongly Disagree
2	Moderately Disagree
3	Uncertain
4	Agree
5	Strongly Agree

3.4.2 Work Engagement

The Utrecht Work Engagement Scale (UWES) is one of the most widely used instruments in engagement research. In this study, shortened 15-item version of UWES adapted from Schaufeli and Bakker (2003) was used to measure the work engagement as the independent variable. The UWES 15-item version also has been used in some studies (e.g., Demerouti, Bakker, Janssen & Schaufeli, 2001). The participants rated their degree of agreement to the work engagement statements based on the five-point Likert rating scale that ranging from 1 to 5 which, 1 = Strongly Disagree, 2 = Moderate Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly Agree.

Below Table 3.3 illustrates the operational definition of work engagement and items to measure them.

Table 3.3

Operational Definition and Items of Work Engagement

Variables	Operational definition	Measurement Items	Sources
Work Engagement (IV)	A positive, fulfilling and work-related state of mind that is characterized by vigor, dedication and absorption	1 At my work, I feel bursting with energy. 2 At my job, I feel strong and vigorous. 3 When I get up in the morning, I feel like going to work. 4 I can continue working for very long periods at a time. 5 At my job, I am very resilient, mentally. 6 I find the work that I do full of meaning and purpose. 7 I am enthusiastic about my job 8 My job inspires me. 9 I am proud of the work that I do. 10 To me, my job is challenging 11 Time flies when I'm working 12 When I am working, I forget everything else around me 13 I feel happy when I am working intensely. 14 I am immersed in my work. 15 I get carried away when I'm working.	Schaufeli and Bakker (2003) Utrecht Work Engagement Survey (UWES-15)

3.4.3 Organisational Commitment

Organisational commitment is a difficult item to measure, but it is vital to understand because of the challenges in retention and turnover among people in different generations (Engelman, 2009). In this study, Organisational Commitment Questionnaire (OCQ) adapted from Allen & Meyer (1990) was used to measure the dependent variables of organisational commitment dimensions namely as affective commitment, continuance commitment and normative commitment. This model of commitment was also a common widely used by researchers to predict important employee outcomes, including turnover and citizenship behaviors, job performance, absenteeism, and tardiness (Meyer et al.,

2002). According to Stephen (2007), affective commitment reflects commitment based on emotional ties the employee, continuance commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organisation and normative commitment reflects commitment based on perceived obligation towards the organisation, for example rooted in the norms of reciprocity.

The OCQ questionnaires have 24 items and comprises 3 subscales of affective commitment (8 items), continuance commitment (8 items) and normative commitment (8 items). In this study, the participants rated their degree of agreement to the organisational commitment statements based on the five-point Likert scale rating that ranging from 1 to 5 which, 1 = Strongly Disagree, 2 = Moderate Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly Agree.

Affective Commitment

Below Table 3.4 illustrates the operational definition of affective commitment and items to measure them.

Table 3.4

Operational Definition and Items of Affective Commitment

Variables	Operational definition	Measurement Items		Sources
Affective Commitment (DV)	Extend to which employees feel emotionally linked, identified and involved	1	I would be very happy to spend the rest of my career with this organisation.	Allen & Meyer (1990) Organisational Commitment Questionnaire (OCQ)
		2	I enjoy discussing about my organisation with people outside it.	
		3	I really feel as if this organisation's problems are my own.	
		4	I think that I could easily become as attached to another organisation as I am to this one. (r)	
		5	I do not feel like 'part of the family' at my	

with the organisation		organisation. (r)
	6	I do not feel 'emotionally attached' to this organisation. (r)
	7	This organisation has a great deal of personal meaning for me.
	8	I do not feel a 'strong' sense of belonging to my organisation. (r)

Note : (r) is Reverse coded item

Continuance Commitment

Below Table 3.5 illustrates the operational definition of affective commitment and items to measure them.

Table 3.5

Operational Definition and Items of Continuance Commitment

Variables	Operational definition	Measurement Items	Sources
Continuance Commitment (DV)	Awareness of the costs associated with leaving the organisation	1 I am not afraid of what might happen if I quit my job without having another one lined up. (r) 2 It would be very hard for me to leave my organisation right now, even if I wanted to. 3 Too much in my life would be disrupted if I decided to leave my organisation now. 4 It wouldn't be too costly for me to leave my organisation now. (r) 5 Right now, staying with my organisation is a matter of necessity as much as desire. 6 I feel that I have very few options to consider leaving this organisation. 7 One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives. 8 One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice—another organisation may not match the overall benefits I have here.	Allen & Meyer (1990) Organisational Commitment Questionnaire (OCQ)

Note : (r) is Reverse coded item

Normative Commitment

Below Table 3.6 illustrates the operational definition of affective commitment and items to measure them.

Table 3.6

Operational Definition and Items of Normative Commitment.

Variables	Operational definition	Measurement Items	Sources
Normative Commitment (DV)	A feeling of obligation to continue employment	<div><div>1</div><div>I think that people these days move from company to company too often.</div><div>2</div><div>I do not believe that a person must always be loyal to his or her organisation. (r)</div><div>3</div><div>Jumping from organisation to organisation does not seem at all unethical to me. (r)</div><div>4</div><div>One of the major reasons I continue to work in this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.</div><div>5</div><div>If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.</div><div>6</div><div>I was taught to believe in the value of remaining loyal to one organisation.</div><div>7</div><div>Things were better in the days when people stayed in one organisation for most of their careers.</div><div>8</div><div>I do not think that to be a 'company man' or 'company woman' is sensible anymore. (r)</div></div>	Allen & Meyer (1990) Organisational Commitment Questionnaire (OCQ)

Note : (r) is Reverse coded item

The questionnaire was printed in seven (6) pages including of the cover page mentioning the purpose and reason of the research. Each questionnaire will take approximately within 5 – 10 minutes to complete all the questions and they were given a timeframe of one week to response. An assurance given that the data collected and information will be kept strictly confidential and will be used for research only. The

questionnaire was prepared in dual language English and Malay version to help the respondent to understand the question better and responded accurately. The questionnaire was divided into three (3) sections namely as section A, section B and section C.

3.5 Pilot Test

A pilot test was conducted prior the actual research. It is an essential initial step in the research to find out the approximate time taken to complete the questionnaire, identify any problem that may occurs associated with the form and respondents to comment on clarity of the questionnaire format, scale, wording, language and also the understanding of the questions (Maldaon & Hazzi, 2015). It allows and give opportunity to the researcher to make changes from the feedback obtained (Robson, 2002). The selected respondents were encouraged to provide their comment and feedback on the items. Based on the feedback received, several improvements were made to Section A on the demographic profile of the respondents and also the structure of the questions and no significant comment on other sections. According to Rossi, Wright and Anderson (1983), it is sufficient to carry out a pilot test study with a sample size between 20 – 50 respondents. To conduct a pilot test, Van Teijlingen and Hundley (2001) suggested that the participant should be similar to the target population to warrant a high degree of the validity and feedback. In this study, 50 respondents were selected for the pilot test were randomly chosen among the actual population of nurses in a private hospital in Klang Valley.

After pilot test, reliability analysis was conducted to examine the reliability of the measurement used before embarking this study. Pilot test on reliability analysis was

conducted to indicate the consistency of the measured item in questionnaire (Tavakol & Dennick, 2011) where overall Cronbach's Alpha calculated are above 0.70 acceptable threshold as recommended by Nunnally (1978). The pilot test of reliability analysis of overall each variable are shown in following Table 3.7:

Table 3.7

Pilot Test Reliability Analysis Result

Variable and Dimensions	No. of items	Cronbach's Alpha
Independent Variable		
Work Engagement	15	0.948
Dependent Variables		
Organisational Commitment	24	
Affective Commitment	8	0.874
Continuance Commitment	8	0.897
Normative Commitment	8	0.773

3.6 Data Collection Procedure

Data collection procedure can be translated to a process of gathering and measuring the variables in a study. It helps the researcher to test and measure the hypotheses and analyze the result of survey information. An appointment Approximately 158 sets of questionnaires were distributed among nurses in various departments. Distribution and data collection procedures were carried out between April 2017 until May 2017. An appointment was arranged to meet the nurse manager to seek for permission to distribute the questionnaires and the questionnaires were distributed staggered by departments to avoid any inconvenience to the department. Respondents were given a week to complete

the questionnaires and researcher will collect the questionnaire at the department a week after the distribution at the agreed timing. Researcher prepared a name list of nurses by department and record the total number of forms distributed by department and by name for easy collection. The source of information was given by HR department of the hospital. The questionnaires were personally administered and collected from the departments. However, not all respondents returned the questionnaire within a week and the researcher had made a weekly follow-up to the departments to collect the remaining non-response as few of the nurses cannot be reached during office hours as they work in shift.

3.7 Technique of Data Analysis

After completed questionnaires were returned and collected by researcher data is ready for analysis. The data was prepared for analysis where all questions were translated into codes, data were categorized and data file was created in SPSS. The respondent's answers were key in into the SPSS for database structure.

3.7.1 Analysis of Data

The SPSS version 23.0 program was used to carry out the statistical analysis for demographic frequency analysis, reliability analysis (Cronbach's Alpha), descriptive analysis, Pearson's correlation analysis and multiple regression analysis in determining the significant relationship between all the variables.

3.7.2 Reliability Test

Reliability test was conducted to test the stability and consistency of the instrument measured and was applied to provide a measure of the internal consistency of a test based on the questionnaires (Tavakol & Dennick, 2011). Cronbach's alpha was commonly used to assess the internal consistency of the instrument scale of ranging from 0.00 – 1.00. The closer Cronbach's alpha to 1.00, the higher the internal consistency reliability (Cronbach, 1946). Acceptable Cronbach's alpha values ranging in this study was from 0.70. Table 3.8 below shown the rules-of-thumb of Cronbach's alpha coefficient range (Hair, Black, Babin, Anderson and Tatharn, 2010).

Table 3.8

Cronbach's Alpha Coefficient Range

Strength Level	Alpha Coefficient Range
Poor	< 0.6
Moderate	$0.6 - < 0.7$
Good	$0.7 - < 0.8$
Very Good	$0.8 - < 0.9$
Excellent	≥ 0.9

3.7.3 Descriptive Analysis

Descriptive analysis was used to describe the basic features of the data. In this study, descriptive statistic such as frequency distribution, mean and standard deviation was used to describe the characteristic of the respondents and to show the trends in the data. It

provides simple summaries about the demographic of respondents for example age, gender, working experience in this organisation, academic qualification, job positions and monthly income in the form of table, graph or chart.

3.7.4 Correlation Analysis

Pearson's correlation analysis is considered as the most popular technique to demonstrate the relationship between variables. According to Sekaran & Bougie (2010), correlational analysis is used to determine the strength of the relationship between two (2) or more variables. In this study, correlation test was used to measure the relationship between the independent variable (IV), work engagement and dependent variable (DV) affective commitment, continuance commitment and normative commitment. The symbol of correlation is (r), and it ranges from -1.0 to 1.0. The value of -1.0 represent a perfect negative correlation while a value of 1.0 represent a perfect positive correlation. The value of 0.0 represent a lack of correlation. The closer the measure to 1.0, the more likely the relationship is statistically significant (Muchinsky, 1993). The guideline on the strength of relationship based on Pearson correlation coefficient (Cavanna *et al*, 2001) are shown in the following Table 3.9:

Table 3.9

The Strength of Relationship of Correlation Coefficient

No.	Correlation Coefficient	Strength of relationship
1	0.10 to 0.29 or -0.10 to -0.29	Weak
2	0.30 to 0.49 or -0.30 to -0.49	Moderate
3	0.50 to 1.00 or -0.50 to -1.00	Strong

Cavanna et al, 2001

3.7.5 Regression Analysis

Correlation and regression are mathematically related. Simple linear regression analysis was applied to test the relationship among the variables. According to Kelly, Kemal and Stuart (2003), simple linear regression analysis is to evaluate the relative impact of a predictor variable on a particular outcome. In this study, simple linear regression analysis was performed to examine the positive relationship between work engagement as the independent variable and affective commitment, continuance commitment and normative commitment as the dependent variables. It also used to answer the hypotheses in this study.

3.8 Conclusion

This chapter outlined the method used in the current study to examine the relationship between work engagement and organisational commitment among nurses in a private hospital in Klang Valley. This chapter describe the research design, population and sampling procedures, instruments and measurement, layout of the questionnaire, pilot test study, data collection procedures and also adoption of several techniques of conducting data analysis to test the research hypotheses. The result and finding of the study shall be reported in the next chapter 4.

CHAPTER 4

FINDINGS AND RESULTS

4.1 Introduction

Chapter 4 present and discussed the result of the data analysis on the data collected by using the Statistical Statistical Package for Social Sciences (SPSS) version 23.0. This chapter organized into eight (8) sections. The first chapter provide the overview of this chapter and the followed by frequency analysis of the demographic of respondents for example age, gender, working experience in this organisation, academic qualification, job positions and monthly income. The analysis then concludes the hypotheses testing, reliability analysis, descriptive statistic of variable, correlation analysis and regression analysis.

4.2 Response Rate

As mentioned in Chapter 3, data from this study was collected through questionnaires. 158 sets of questionnaires were distributed among the nurses in a private hospital in Klang valley starting from April 2017. 123 sets of questionnaires which represents 78% response rate were filled completely and returned back to the researcher and only 35 sets of the questionnaires were not returned which represents 22% response rate. Therefore only 123 questionnaires are potential to be used for further analysis. Below Table 4.1 indicate the summary of response rate.

Table 4.1

Summary of Response Rate

Questionnaires	Quantity	Percentage (%)
Number of questionnaires distributed	158	100
Number of questionnaires returned	123	78
Number of un-usable questionnaires	0	0
Number of uncollected questionnaires	35	22

4.3 Data Screening

Before the analysis being conducted, all the data were examined to ensure that the data is reliable, valid to analyse and can be interpreted accurately According to Acock (2005), it is important to ensure that the data is cleaned from any problem such as missing value and invalid data distribution before further conducting statistical analysis. Any distortions can lead to invalid research conclusion (Acock, 2005). The data screening result indicated that there were no data missing and all the questionnaire items were completely 100%. answered.

4.4 Demographic Characteristic of the participants

Descriptive analysis was conducted among 123 nurses worked in a private hospital in Klang Valley and the following describes on the demographic characteristic of the participants of survey such as age, gender, working experience in this organisation, academic qualification, job positions and monthly income were analyzed using the frequency statistic.

As stated in the table, majority of the respondents' age are between 21 to 30 years old which contributes to 80 from the total of 123 respondents or 65.0%. Next is the respondent those are age between 31-40 years old with the frequency of 30 which contributes to 24.4%. This is followed by the respondent age between above 40 years old with 13 respondents and contributes the 10.6%.

Majority of the respondents are female (119 respondents) compared to male (4 respondents). Female respondents contributed 96.7% while the other 3.3% contributed by male from the total of 123 respondents. The nature of work as nurses' suits with the profile of majority female employees compared to male.

From the total of 123 respondents, 56 of them has been working in this company for more than 2 years which contributes to 45.5%, 28 of them (22.8%) worked in this organisation between 1 to 2 years and 31.7% has been working in this organisation less than 1 year.

The demographic profile of respondents is also segregated by the academic qualification among the respondents. Most of the respondents are Diploma holders with the frequency of 106 that contribute to 86.2% of respondents. This is followed by degree holder with the frequency of 13 and contributes to 10.6%. While the remaining 4 of the 123 respondents (3.3%) are SPM/Certificates holder.

From the aspect of job position/level in the workplace, there were three level represent the respondents namely management level, executive level and non-executive level. The management level consists of multiple position such as Nurse Manager, Duty Nursing Administrator, Administrator and Senior Manager while the executive level consists of position such as Sister, SRN II, Clinical Resource Nurse, Infection Control

Nurse, Nurse Educator, Clinical Instructor and another level which is non-executive level are those holding SRN 1, Nurse Intern, SEN I, SEN II position. Most of the respondents are from non-executive level with the frequency of 80 which contributes to 65%. Then, it is followed with executive level of with the frequency of 36, contributing the 29.3%. Next is followed by the management level with the frequency of 7 and contributes to 5.73%. from the total respondents.

For the monthly income grouping, the majority of respondents which is 76 out of 123 respondents (61.8%) having monthly income between RM2,000 – RM4,000 and data followed by monthly income above RM4,000 with the frequency of 35 which contributes to 28.4%. The least number of respondents are having monthly income below RM2,000 with the frequency of 12 contributes to 9.8% of the total respondents.

The following Table 4.2 provides the summary of the demographic characteristic of the respondents in this study.

Table 4.2

Demographic characteristic of the participants (n=123)

Descriptive	Frequency	Percentage (%)
Age		
Between 21 - 30 years	80	65.0
Between 31 - 40 years old	30	24.4
Above 40 years old	13	10.6
Gender		
Male	4	3.3
Female	119	96.7
Working experience in this organisation		

Less than 1 year		
Between 1 and 2 years	39	31.7
Above 2 years	28	22.8
	56	45.5
Academic qualification		
Degree and above	13	10.6
Diploma	106	86.2
SPM/Certificate	4	3.3
Job position / level		
Management	7	5.7
Executive	36	29.3
Non-Executive	80	65.0
Monthly Income		
Below RM 2,000	12	9.8
RM2,000 – RM4,000	76	61.8
Above RM4,000	35	28.5

4.5 Reliability Analysis

Reliability analysis was conducted to analyse the consistency measurement of a questionnaire (Field, 2013). It is vital to know the accuracy and consistency of the responses gathered from respondents (Hair, 2007). The reliability of measure means that the instrument measures a concept without bias and is stable across time and various items in the instruments (Sekaran & Bougie, 2010). Cronbach Alpha method is the most common test to measure the internal consistency of a scale with the expressed number as between 0 and 1 (Tavakol & Dennick, 2011). According to the previous study, there are different reports about the acceptable values of alpha, ranging from 0.70 to 0.95. For the purpose of this study, the items with low alpha value derived from pilot have been

revised and some have been discarded (Tavakol & Dennick, 2011). In this study, the values of Cronbach's Alpha for all variable are shown in the following Table 4.3. The reliability test result in the Table 4.3 for 123 respondents shows the values for dependent and independent variables within the range between Cronbach's Alpha = 0.808 up to Cronbach's Alpha = 0.943. Thus, it can be concluded that the measure has an acceptable level of reliability.

Table 4.3

Reliability Analysis Result

Variable and Dimensions	No. of items	Cronbach's Alpha
Independent Variable		
Work Engagement	15	0.943
Dependent Variables		
Organisational Commitment	24	
Affective Commitment	8	0.866
Continuance Commitment	8	0.867
Normative Commitment	8	0.808

4.6 Correlation Analysis

Correlation Analysis is to show the strength of the association between the variables involved. In thus study, Pearson Correlation was used to investigate the inter-relations amongst the independent variable (work engagement) against the dependent variables (affective commitment, continuance commitment and normative commitment). The result of correlation analysis among the variables are shown in the following Table 4.4.

Table 4.4

Result of Pearson Correlation of the Variables

Variables	Mean	Std. Deviation	1	2	3	4
Work Engagement	3.346	0.487	1			
Affective Commitment	3.509	0.525	.656**	1		
Continuance Commitment	3.685	0.424	.330**	.649**	1	
Normative Commitment	3.232	0.456	.338**	.421**	.223*	1

** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis result for independent variable and related dimensions in this study shows there is significant correlation between all independent variables and dependent variables. The findings from this analysis was compared against the hypotheses developed in this study will be discussed as below:

The relationship between work engagement was tested against affective commitment using Pearson correlation coefficient and results shows that there is a positive relationship between work engagement and affective commitment ($r=0.656$). It indicates that the strength of relationship based on Pearson correlation coefficient is strong.

The relationship between work engagement was tested against continuance commitment using Pearson correlation coefficient and results shows that there is a positive relationship between work engagement and continuance commitment ($r=0.330$). It indicates that the strength of relationship based on Pearson correlation coefficient is moderate.

The relationship between work engagement was tested against normative commitment using Pearson correlation coefficient and results shows that there is a positive relationship between work engagement and normative commitment ($r=0.338$). It indicates that the strength of relationship based on Pearson correlation coefficient is moderate.

4.7 Regression Analysis

Simple linear regression analysis is a statistical method for determining the effects of one independent variables and one dependent variable. In this study, simple linear regression analysis was performed to determine the relationship between the independent variables and each of the dependent variables.

The simple linear regression analysis was also performed to evaluate the hypotheses of research objective as presented in the following Table 4.5 with the summary value from Model Summary and ANNOVA.

Table 4.5

Summary of Model and ANNOVA

	Affective Commitment	Continuance Commitment	Normative Commitment
R²	0.431	0.109	0.114
F statistic	91.560	14.765	15.571
p value	p<0.001	p<0.001	p<0.001

The proportion of variance in the above Table 4.5 explained the predictors and outcome for affective commitment with the R^2 value $=.0.431$ which means the predictor and outcome for only 43.10% of the variance in affective commitment. The model is good with $F = 91.560$ and significant at $p < 0.001$. For continuance commitment, R^2 value $=.0.109$ which means the predictor and outcome for 10.90% of the variance in continuance commitment. The model is good with $F = 14.765$ and significant at $p < 0.001$. For normative commitment, R^2 value $=.0.114$ which means the predictor and outcome for 11.40% of the variance in continuance commitment. The model is good with $F = 15.571$ and significant at $p < 0.001$.

For the purpose of examining the reciprocal relationship between two or more variable, coefficient correlation has been used in this study. Statistically, the measurement of correlation coefficient indicates the strength of the positive linear relationship between the variables in this study within the range between -1 and +1 (Mukaka, 2012). If the value is positive, it can be articulated that there is positive relationship between the independent variables and dependent variables, while a negative coefficient represents a negative relationship.

To examine the relationship between affective commitment and work engagement, sets of regression analysis were carried out and the results of the analysis are shown in below Table 4.6, Table 4.7 and Table 4.8 and the full SPSS output is given in the Appendix B.

Table 4.6

Result of Regression Analysis of Work Engagement and Affective Commitment

Independent Variable	Dependent Variable Affective Commitment (Standardized Coefficients)	t	Sig	Collinearity Statistics	
	Beta		p	Tolerance	VIF
Work Engagement	0.656	9.569	0.000	1.000	1.000

The above Table 4.6 explained the coefficient based on *b*-values of the independent variable towards the first dependent variables. The coefficient value of work engagement towards affective commitment is $b=0.656$, $p<.05$. The values indicate that work engagement was significant predictor of affective commitment.

Table 4.7

Result of Regression Analysis of Work Engagement and Continuance Commitment

Independent Variable	Dependent Variable Continuance Commitment (Standardized Coefficients)	t	Sig	Collinearity Statistics	
	Beta		p	Tolerance	VIF

Work Engagement	0.330	3.843	0.000	1.000	1.000
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The above Table 4.7 also explained the coefficient based on *b*-values of the independent variable towards the second dependent variables. The coefficient value of work engagement towards continuance commitment is $b=0.330$, $p<.05$. The values indicate that work engagement was significant predictor of continuance commitment.

Table 4.8

Result of Regression Analysis of Work Engagement and Normative Commitment

Independent Variable	Dependent Variable Normative Commitment (Standardized Coefficients)		Sig	Collinearity Statistics	
	Beta	t	p	Tolerance	VIF
Work Engagement	0.338	3.946	0.000	1.000	1.000

Same as the above regression tables, Table 4.8 explained the coefficient based on *b*-values of the independent variable towards the third dependent variables. The coefficient value of work engagement towards normative commitment is $b=0.338$, $p<.05$. The values indicate that work engagement was also significant predictor of normative commitment.

Based on all the above results, it can be concluded that work engagement was a significant predictor of all the dependent variables.

4.8 Hypotheses Testing Result

Data analysis from this study indicates that the linear regression tests were assumed based on the statistical requirement for all required test. Results for correlation analysis between independent variable (work engagement) and dependent variables (affective commitment, continuance commitment and continuance commitment) shows that there was a positive relationship among all the variables with significant value $p < .01$. The positive relationship indicates that the hypotheses is supported. The results of hypotheses testing results are summarised in below Table 4.9.

Table 4.9

Summary of Hypotheses Testing

Hypotheses	Statement	Results
H1	Work engagement is positively related to affective commitment	Supported
H2	Work engagement is positively related to continuance commitment	Supported
H2	Work engagement is positively related to normative commitment	Supported

4.9 Conclusion

This chapter presented the data analysis results to answer the research questions. Descriptive, reliability, correlation and regression analyses was performed. The results revealed that the hypotheses were accepted. Detail discussion on the results is presented in the next chapter. Chapter 5 focuses on the discussion and recommendation of the findings, implications and directions for future research and conclusion of the study.

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter discussed the findings presented in Chapter 4 based on the data analysis results from Chapter 4 in light of the literature review and hypotheses developed in Chapter 2. The findings and the implications of the study will be further discussed and offers some suggestions for future research. This chapter also includes limitation and conclusion for overall of the study.

5.2 Summary of Research Findings

This study contributes to the growing literature by examining the relationship between work engagement and organisational commitment dimensions. Based on the findings of this study, it managed to answer all the research questions as well as meet the objective of the study and the relationship of all the variables were discussed separately. The results of this study showed that the relationship between work engagement and affective commitment was stronger than the relationship on continuance commitment and normative commitment and it means that employee engagement could predict employees' affective commitment greater than the prediction by continuance commitment and normative commitment. It can also describe that employees feeling more engaged in their job and organisation would report high levels of affective commitment and normative commitment. This study also highlights the relative importance of

understanding the relationship of all the variables among nurses in a private hospital to reduce the turnover and improve company performance.

5.3 Relationship between work engagement and affective commitment

It was hypothesized that work engagement was positively related to affective commitment and the regression analysis reveals that affective commitment can be predicted by work engagement. The result of this study also found that work engagement has a positive relationship with affective commitment and the strength is strong. This study is similar to the previous studies by Abbaas and Ikhlas (2014), where affective commitment can be predicted by job engagement and significant determinants for affective commitment. Hakanen et al.; Llorens et al., and Saks (2006), study also found that work engagement was found to be an important determinant of affective commitment. This result suggests that employee who reported higher level of work engagement will result in a higher affective commitment. Schaufeli and Bakker (2004) also explained from their studies result is that the employee who has a positive and fulfilling work-related state of mind is likely to report positive attitudes towards working in the bank and exhibit greater affective commitment. Therefore, it shows that in this hospital when employee have a positive attitude towards their organisation, they will show high level of affective commitment similar to the finding by Schaufeli and Bakker (2004) mentioned the fact that engaged employees are more likely to have a greater attachment to their organisation.

5.4 Relationship between work engagement and continuance commitment

In this study, it was also hypothesized that work engagement was positively related to continuance commitment and the regression analysis reveals that continuance commitment can be predicted by work engagement. The result of this study found that work engagement has positive relationship with continuance commitment and the strength is moderate. It shows that when employee work engagement is increased their continuance commitment increase. It also shows that individuals' beliefs about the material costs of leaving the organisation were affected by a change in their attitudes and if individuals harness their self so high in their jobs, then leaving the organisation for which they work may be a high sacrifice for them. This result is supported by the past studies by Khan (1990) where engaged employees become physically involved in their tasks and connect emphatically with others in a way that they display what they think and feel, their creativity, their beliefs and values, and their personal connections to others. Even engagement can increase the workers' feeling that they are in the organisation because they want to do so. When people engage in their work roles they self-employ in them (Khan, 1990). Given that perceived sacrifices of leaving an organisation can affect continuance commitment. However, the finding was found contra with the result of study by Abbaas and Ikhlas (2014) and Lau (2011) where there was a negative relationship between job engagement and continuance commitment.

5.5 Relationship between work engagement and normative commitment

In this study, another hypothesized that work engagement was positively related to normative commitment and the regression analysis reveals that normative commitment

can be predicted by work engagement. The result of this study found that work engagement has a positive relationship with normative commitment and the strength is moderate. Hence, the nurses who have high levels of job engagement, will be likely to have high degrees of normative commitment. This finding can also be explained that employees who are physically, cognitively, and emotionally involved in role performance would feel obliged to remain in the organisation. This result is similar to past studies of Abbaas and Ikhlas (2014) who found that affective commitment can be predicted by job engagement and job engagement had a strong relationship with the normative commitment and study by Lau (2011) who found that there is a positive association between engagement and normative commitment. It also similar results found by Saks (2006) who described employees with higher job engagement are more possible to have higher level of confidence and a high-quality relationship with their employers. The relationship observed between organisational engagement and normative commitment is likely due to the fact that organisational engagement is the extent to which an individual is psychologically present as a member of an organisation (Saks, 2006). From the results of this study, it can be concluded that it is worth for the organisation to invest in practices that can increase their nurse levels of engagement. If engagement can positively affect loyalty to the organisation (normative commitment), and loyalty can reduce employee turnover (as past research suggests that it does), then investing in engagement can save turnover costs for companies. This, in addition to the other benefits that an engaged workforce can bring to organisations. Another possible explanation could be that any exchange between two parties requires two transactions, where something has to be given and in return something has to be obtained in return (Blau, 1964)

Based on this study, it shown that work engagement is relatively related to organisational commitment and it is an important factor for retention strategy and avoid intention to leave among nurses in this private hospital. On the other hand, high employees' job engagement can meaningfully affect employees' commitment towards the organisation. It is also recommended that further research may help to clarify whether engagement can also change the employees' beliefs about the sacrifices associated with leaving the organisation.

5.6 Research Implications

These results are in line with that of Robinson et al. (2004) who described the engagement as a two-way relationship between the employer and employee.

5.6.1 Managerial Implications

Though in past there are limited studies on organisational commitments by dimensions especially in health care industry the findings generally indicated that there was significant positive relationship between work engagement and three dimensions of organisational commitment. The findings from this study have contributed to the current body of knowledge on organisational commitment and work engagement and have several implications to management and the human resource management not only in this organisation on the organisational commitment. The findings help the management and the human resource team to effectively manage their turnover issues and can more accurately predict the behavior of the nurses and take the necessary steps in advance to

engage their emotional attachment to the organisation in preventing the turnover issues among nurses specifically.

Establishing good communication channel among the management and the employees. Zangaro (2001) supported the statement that continually flow between employees and organisational management to nurture high levels of commitment. Practice open door policy between management and employee may improve the bonding relationship between employer and employee. Besides that, publishing a company monthly newsletter, having a focus group discussion every quarter and having a townhall event on yearly basis with all the employees might be the way to improve on the organisational commitment. Consistent corporate communication helps minimize negative rumors that would otherwise damage employee loyalty.

Implement regular staff engagement session between the management and nurses in the form of coffee talk session on quarterly basis and focus group discussion will allow nurses sharing their insights and feedback on the any operational issues, share any good or bad stories about patient thoughts or experiences they encountered, suggestion on process improvement. By having such session, the hospital establishes the relationship between employer and employee by showing their concern and support to the insight shared by the nurses. It may improve the emotional part of organisational commitment

Supportive behavior from seniors and nurse managers. Nursing focus group could be performed as a platform in which the current senior nurses can give motivations and encouragement based on their experience to motivate the new nurses and younger nurses to follow their footstep and share their experience in handling the job in better and right way. Some of the younger nurses may need times to love their job and to increase their level of confident in handling patients and customers. This activity can raise the

awareness about the nurse's job and sustain more nurses in their profession. Also, encouraging and supportive behavior from the seniors could make employee feel engage to the company.

Communicate regularly about the company goal and the progress of company achievement. Clarity about intended goals helps employees make better day-to-day decisions at work. Employees know what the collective objective is and they can adapt their own contribution to it accordingly. Knowing the company objectives helps employees cooperate more efficiently with one another and further, reduces the time and resources wasted on issues that do not have any bearing on the big picture. This may improve the employee feeling and commitment towards the organisation and also can boost their motivation to work together to achieve company goal.

5.6.2 Implication to Human Resource policy maker

The finding results in this study also should provide valuable information for human resource policy maker in the organisation for better strategic planning and decision as they are required to ensure continue improvement of employee performance. The human resource policy maker can focus on the factor that can improve commitment and engagement among the nurses towards the organisation.

Human resource should pay attention to employees' development. Stagnant jobs with limited challenges will diminish the energy employees get from their work. Other than training provided by the company, human resource may consider provide a fund or provide financial support to staff members in order to encourage the nurses to further their studies in Degree as most of them which is 86.2% are Diploma holders. This good

opportunity may enhance their work engagement and organisation commitment and with the offers, employer can build a bond agreement that the sponsored program is bonded for a period of years after they finished their studies.

Human Resource policy maker must enforce the retention strategy and ensure hiring the right people with belief and values systems similar to the organisation may help to ensure a good match between employees and their work and also the culture. If there turns out to be a mismatch, assistance and/or training should be offered to bridge the gap. In the case of long-term mismatches, every effort should be made to help employees find more suitable work (either inside or outside of the organisation). This may help to minimize the turnover number.

Human resource policy maker also to look at reward systems that can recognize individual achievement and commitment styles. Focus on performance incentive to boost performance and increase promote retention. Recognized nurses' extra commitment as they work on all day including public holiday. Institute company loyalty programs. Design a reward programs to recognize personal accomplishments such as include employee-of-the-month programs, gift certificates, trips for productive work, scholarships for employees to advance their education, pay raises, promotions, and time off. Visibly honor and promote employees who work hard and demonstrate commitment to the organisation. Make sure the workplace atmosphere is good. encouraging continued loyalty. Tell these stories during employee orientation to instill commitment in new employees. These may also lead to higher levels of commitment among the nurses.

This study is very imperative to the current body and has brought to fore the level of engagement and variations organisational commitment on nurses in this private hospital.

5.7 Limitations and Recommendation for Future Research

There was some limitation in carrying out this study. Firstly, the feedback given by the respondent are unpredictable. From the observation, not all among the respondents gave their feedback seriously. It can be assumed that some respondents might just answer the question for the purpose to complete the survey and just for the satisfaction of the researcher. Some of the respondents answer the question with the same number of Likert scale and this contribute to the uncertain feedback and thus will affect the data analysis.

Secondly, even though the number of population is not high, the respondents which are nurses working in different areas and specialties. There are critical areas which is not easily accessible by non-nursing staff such as Operating Theatre, Intensive Care Unit and High Dependency Unit. The nurses in these units are always busy as they are handling critical patients. More times need to be given to them to response to the survey and researcher can only follow up for data collection through phone calls. Besides that, nurses work on shift basis and some of them are rotated within few department in a month. Not all questionnaires were returned within one week as per timeline given and few numbers of questionnaires were returned after several follow up visits to the respondents' departments.

Thirdly, during the survey, few respondents gave feedbacks that the questionnaires were confusing due to similar meaning of questions and the word structure of the statement in the measurement items. The questionnaires were adopted from previous study. It is therefore crucial to adjust the questionnaires in order to make them suitable for the target respondents based on the focus of the study. It can be assumed that some respondents might not clear with the question and as a result will affect the data analysis.

Fourthly, the research was only conducted in a small private hospital which is newly opened in 2013 due to the time constraint, which may limit the generalizability of the result. The findings and results from this study may not be able to generalize the findings of other bigger hospitals which the nurse's population is more higher and with the longer tenure with the organisation.

Other than that, this is the first time that the researcher performing the research. The researcher has limited knowledge and experience in conducting this research. The researcher found that this subject requires skills and high commitment in completing the task. As a result, this effect the outcomes of this research indirectly.

5.8 Recommendation for future research

Firstly, it is recommended to widen the area of study for future research where the sampling could be extended to bigger hospitals where the nurse's population are more higher and hospitals that has been operated more than 10 years to see the relationship impact between work engagement and organisational commitment among the nurses.

Secondly, it is also recommended to improve the sampling method in any future study conducted. Based on demographic respondent, the proportion of respondent from management level is very small. Another opportunity for future research is to examine how the job position / level among nurses influence the results of work engagement towards the organisational commitment. A future direction to this study may target more nurses among the management level to determine the impact.

Thirdly, it is recommended to improve the statement items in the questionnaires. An honest feedback from the respondent will determine the analysis result. Therefore, the questions and translation must be easy to understand to avoid the confusion among respondents in answering the questions. It is recommended to modify the questionnaires from previous related study appropriately with the background of the target respondents to avoid any misinterpretation during the data collection.

5.9 Conclusion

The purpose of this study was to examine the relationship between work engagement and three dimensions of organisational commitment which is affective commitment, continuance commitment and normative commitment. It is hypothesized that work engagement is positively related to affective commitment, while engagement can positively or negatively affect continuance commitment and it can positively affect normative commitment. This study has achieved the objectives whereby the results have shown that work engagement was positively related to affective commitment, continuance commitment and normative commitment. Work engagement have shown having the strongest positive relationship with affective commitment and moderate

positive relationship with continuance commitment and normative commitment in the context of nurses in a private hospital in Klang Valley.

This study has highlighted the importance of organisational commitment among employee specifically nurses and it may play in the effective and efficient functioning of an organisation. Practically, the findings may give further insight to the Human Resource management in a private hospital in Klang valley to plan better in the area of work engagement, employee retention and managing their turnover.



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APPENDICES

APPENDIX A - QUESTIONNAIRE



SCHOOL OF BUSINESS MANAGEMENT

Dear Sir/Madam,

It is with great pleasure to inform you that I am currently conducting a research project entitled **EXAMINE THE RELATIONSHIP BETWEEN WORK ENGAGEMENT AND ORGANISATIONAL COMMITMENT AMONG NURSES IN A PRIVATE HOSPITAL IN KLANG VALLEY**. This research is in fulfillment of the requirement for the degree of Master's in Human Resources Management from Universiti Utara Malaysia. Therefore, I am seeking your cooperation in completing a questionnaire that will take about 5 - 10 minutes of your valuable time to complete all questions as best as you can and questionnaires to be returned within 1 week.

All information will be kept **STRICTLY CONFIDENTIAL** and will be used for the research only. Your cooperation and support in completing this survey is highly appreciated.

Thank you.

Tuan/Puan,

*Dengan sukacitanya ingin memaklumkan bahawa saya sedang menjalankan penyelidikan yang bertajuk **MEMERIKSA HUBUNGAN ANTARA PENGLIBATAN PEKERJA DAN KOMITMENT ORGANISASI DI KALANGAN JURURAWAT DI SEBUAH HOSPITAL SWASTA DI LEMBAH KLANG**. Kajian ini adalah sebagai memenuhi syarat untuk Ijazah Sarjana dalam Pengurusan Sumber Manusia dari Universiti Utara Malaysia. Oleh itu, saya memerlukan kerjasama tuan/puan untuk melengkapkan semua soalan soal selidik sebaik mungkin yang akan mengambil kira-kira 5 – 10 minit masa tuan/puan dan soal selidik ini hendaklah dipulangkan dalam tempoh 1 minggu.*

*Segala maklumat akan **DIRAHSIAKAN** dan hanya digunakan bagi tujuan kajian ini sahaja. Kerjasama dan sokongan yang diberikan dalam melengkapkan soal selidik ini adalah amat dihargai.*

Terima kasih.

Yang benar,

NORASLINA ABDULLAH
019-3588444 / olin31@gmail.com

SECTION A: SOCIO-DEMOGRAPHIC PROFILES
BAHAGIAN A: MAKLUMAT PERIBADI

Please answer **all** the questions by **circling the appropriate answer** OR by **filling the blanks**.

*Sila jawab semua soalan dengan **bulatkan jawapan yang sesuai** atau **isi tempat kosong**.*

1. Age (Umur)	1. Between 21 - 30 years old (<i>di antara 21 - 30 tahun</i>) 2. Between 31 - 40 years old (<i>di antara 31 - 40 tahun</i>) 3. Above 40 years old (<i>lebih dari 40 tahun</i>)
2. Gender (Jantina)	1. Male (<i>lelaki</i>) 2. Female (<i>perempuan</i>)
3. Working experience in this organisation (Pengalaman bekerja di organisasi ini)	1. Less than 1 year (<i>kurang dari 1 tahun</i>) 2. Between 1 and 2 years (<i>di antara 1 dan 2 tahun</i>) 3. Above 2 years (<i>lebih dari 2 tahun</i>)
4. Academic qualification (Tahap pendidikan)	1. Degree and above (<i>Ijazah muda dan ke atas</i>) 2. Diploma 3. SPM/Certificate
5. Job position / level (Jawatan kerja/Pangkat)	1. Management (<i>Pengurusan</i>) (Nurse Manager, Duty Nursing Administrator, Administrator, Snr Manager) 2. Executive (<i>Eksekutif</i>) (Sister, SRN II, Clinical Resource Nurse, Infection Control Nurse, Nurse Educator, Clinical Instructor) 3. Non-Executive (<i>Bukan Eksekutif</i>) (SRN 1, Nurse Intern, SEN I, SEN II)
6. Monthly Income (Pendapatan bulanan)	1. Below RM 2,000 (<i>Kurang dari RM 2,000</i>) 2. RM 2,000 – RM 4,000 3. Above RM 4,000 (<i>Melebihi RM 4,000</i>)

SECTION B: WORK ENGAGEMENT
BAHAGIAN B: PENGLIBATAN KERJA

Please circle the most appropriate response based on the following scale:
Sila bulatkan pada jawapan yang paling sesuai berpandukan skala di bawah:

1	2	3	4	5
Strongly Disagree / Sangat Tidak Bersetuju	Moderately Disagree / Tidak Bersetuju	Uncertain / Tidak Pasti	Agree / Setuju	Strongly Agree / Sangat Bersetuju

No.	Question / Soalan	Scale				
1	At my work, I feel bursting with energy. <i>Saya rasa penuh dengan tenaga semasa bekerja.</i>	1	2	3	4	5
2	At my job, I feel strong and vigorous. <i>Semasa bekerja, saya berasa kukuh dan penuh berdaya.</i>	1	2	3	4	5
3	When I get up in the morning, I feel like going to work. <i>Apabila saya bangun pagi, saya rasa ingin ke kerja</i>	1	2	3	4	5
4	I can continue working for very long periods at a time. <i>Saya boleh terus bekerja untuk tempoh yang sangat lama pada satu masa</i>	1	2	3	4	5
5	At my job, I am very resilient, mentally. <i>Di tempat kerja saya, saya sangat berdaya tahan, mental</i>	1	2	3	4	5
6	I find the work that I do full of meaning and purpose. <i>Saya dapati kerja yang saya lakukan penuh dengan makna dan tujuan</i>	1	2	3	4	5
7	I am enthusiastic about my job <i>Saya bersemangat dengan kerja saya</i>	1	2	3	4	5
8	My job inspires me. <i>Tugas saya memberi inspirasi kepada saya</i>	1	2	3	4	5
9	I am proud of the work that I do. <i>Saya berasa bangga dengan kerja saya.</i>	1	2	3	4	5
10	To me, my job is challenging <i>Pada saya, tugas saya adalah mencabar</i>	1	2	3	4	5
11	Time flies when I'm working <i>Masa cepat berlalu semasa saya bekerja</i>	1	2	3	4	5
12	When I am working, I forget everything else around me <i>Apabila saya bekerja, saya lupa segala-galanya di sekeliling saya</i>	1	2	3	4	5
13	I feel happy when I am working intensely. <i>Saya berasa gembira apabila saya gigih bekerja.</i>	1	2	3	4	5
14	I am immersed in my work. <i>Saya asyik dalam kerja saya</i>	1	2	3	4	5

15	I get carried away when I'm working. <i>Saya menjadi teruja/terbawa-bawa semasa saya bekerja.</i>	1	2	3	4	5
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SECTION C: ORGANISATIONAL COMMITMENT

BAHAGIAN C: KOMITMEN ORGANISASI

Please circle the most appropriate response based on the following scale:

Sila bulatkan pada jawapan yang paling sesuai berpandukan skala di bawah:

1	2	3	4	5
Strongly Disagree / Sangat Tidak Bersetuju	Moderately Disagree / Tidak Bersetuju	Uncertain / Tidak Pasti	Agree / Setuju	Strongly Agree / Sangat Bersetuju

No.	Question / Soalan	1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organisation. <i>Saya sangat gembira menghabiskan seluruh kerjaya saya dengan organisasi ini</i>	1	2	3	4	5
2	I enjoy discussing about my organisation with people outside it. <i>Saya suka berbincang tentang organisasi saya dengan orang luar</i>	1	2	3	4	5
3	I really feel as if this organisation's problems are my own. <i>Saya sangat merasakan seolah-olah masalah organisasi ini menjadi masalah saya juga.</i>	1	2	3	4	5
4	I think that I could easily become as attached to another organisation as I am to this one. <i>Saya fikir saya dengan mudah boleh menjadi rapat kepada organisasi lain sepertimana saya rapat dengan organisasi yang ini</i>	1	2	3	4	5
5	I do not feel like 'part of the family' at my organisation <i>Saya tidak merasakan seperti 'sebahagian daripada keluarga di dalam organisasi ini</i>	1	2	3	4	5
6	I do not feel 'emotionally attached' to this organisation. <i>Saya tidak dapat rasakan mempunyai 'hubungan rapat' dengan organisasi ini</i>	1	2	3	4	5
7	This organisation has a great deal of personal meaning for me. <i>Organisasi ini mempunyai banyak makna peribadi untuk saya</i>	1	2	3	4	5
8	I do not feel a 'strong' sense of belonging to my organisation.	1	2	3	4	5

	<i>Saya tidak marasai ikatan yang kuat dengan organisasi ini</i>					
9	I am not afraid of what might happen if I quit my job without having another one lined up. <i>Saya tidak takut akan apa yang akan berlaku jika saya berhenti dari kerja saya, tanpa ada kerja yang lain</i>	1	2	3	4	5
No.	Question / Soalan	1	2	3	4	5
10	It would be very hard for me to leave my organisation right now, even if I wanted to. <i>Adalah sangat sukar bagi saya untuk meninggalkan organisasi saya sekarang, walaupun jika saya mahu</i>	1	2	3	4	5
11	Too much in my life would be disrupted if I decided to leave my organisation now. <i>Terlalu banyak gangguan dalam hidup saya jika saya memutuskan untuk meninggalkan organisasi ini</i>	1	2	3	4	5
12	It wouldn't be too costly for me to leave my organisation now. <i>Ia tidak akan melibatkan kos yang tinggi bagi saya untuk meninggalkan organisasi ini</i>	1	2	3	4	5
13	Right now, staying with my organisation is a matter of necessity as much as desire. <i>Buat masa ini, kekal dengan organisasi ini adalah satu keperluan dan keinginan</i>	1	2	3	4	5
14	I feel that I have very few options to consider leaving this organisation. <i>Saya rasa saya mempunyai pilihan yang sedikit untuk mempertimbangkan meninggalkan organisasi ini</i>	1	2	3	4	5
15	One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives. <i>Salah satu akibat yang serius untuk meninggalkan organisasi ini adalah kekurangan alternatif yang ada</i>	1	2	3	4	5
16	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice—another organisation may not match the overall benefits I have here. <i>Salah satu sebab utama saya terus bekerja di organisasi ini adalah kerana meninggalkannya perlukan pengorbanan peribadi yang besar dan manfaat keseluruhan di organisasi lain mungkin tidak sepadan dengan manfaat keseluruhan saya di sini.</i>	1	2	3	4	5
17	I think that people these days move from company to company too often. <i>Saya rasa sejak kebelakangan ini orang ramai bertukar dari satu syarikat ke syarikat lain terlalu kerap</i>	1	2	3	4	5

18	I do not believe that a person must always be loyal to his or her organisation. <i>Saya tidak percaya bahawa seseorang mesti sentiasa setia kepada organisasinya</i>	1	2	3	4	5
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No.	Question / Soalan	1	2	3	4	5
19	Jumping from organisation to organisation does not seem at all unethical to me. <i>Melompat dari satu organisasi ke organisasi yang lain, pada saya bukan lah sama sekali tidak beretika</i>	1	2	3	4	5
20	One of the major reasons I continue to work in this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain. <i>Salah satu sebab utama saya terus bekerja di organisasi ini adalah saya percaya kesetiaan kepada syarikat ini adalah penting dan merasakan terus kekal adalah kewajiban moral</i>	1	2	3	4	5
21	If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation. <i>Sekiranya saya dapat tawaran pekerjaan yang lebih baik di tempat lain, saya tidak rasa ia adalah wajar untuk meninggalkan organisasi ini</i>	1	2	3	4	5
22	I was taught to believe in the value of remaining loyal to one organisation. <i>Saya telah diajar untuk mempercayai nilai terus setia kepada satu organisasi</i>	1	2	3	4	5
23	Things were better in the days when people stayed in one organisation for most of their careers. <i>Segala perkara menjadi lebih baik apabila orang kekal dalam satu organisasi untuk sepanjang kerjaya mereka.</i>	1	2	3	4	5
24	I do not think that to be a 'company man' or 'company woman' is sensible anymore. <i>Saya tidak fikir bahawa untuk menjadi 'orang kuat syarikat' adalah masih masuk akal</i>	1	2	3	4	5

Question Ended

Soalan Tamat

Thank you very much for your cooperation

Terima kasih di atas kerjasama anda

APPENDIX B – Output From SPSS

1. PILOT TEST

Work Engagement

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.948	15

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
50.620	58.853	7.6715	15

Affective Commitment

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.874	8

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
27.9000	20.541	4.53220	8

Continuance Commitment**Case Processing Summary**

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.897	8

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
29.0000	13.388	3.65893	8

Normative Commitment

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.773	8

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.0200	11.530	3.39562	8

2. RELIABILITY TEST

Work Engagement

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.943	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WE Vigor1	46.967	42.671	.907	.933
WE Vigor2	47.138	43.923	.876	.934
WE Vigor3	46.797	42.934	.846	.936
WE Vigor4	46.878	49.534	.539	.943
WE Vigor5	46.902	45.122	.763	.938
WE Dedication1	46.805	49.208	.445	.945
WE Dedication2	46.846	45.525	.769	.938
WE Dedication3	46.805	47.765	.596	.942
WE Dedication4	46.707	47.176	.656	.940
WE Dedication5	46.455	47.480	.623	.941
WE Absorption1	46.959	47.433	.683	.940
WE Absorption2	46.967	48.212	.662	.940
WE Absorption3	46.618	46.140	.754	.938
WE Absorption4	46.886	47.446	.740	.939
WE Absorption5	46.886	48.298	.687	.940

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
50.187	53.268	7.2985	15

Organisational Commitment

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.900	24

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC Affective1	79.8699	71.016	.600	.893
OC Affective2	79.7724	71.833	.694	.892
OC Affective3	79.9837	69.344	.642	.892
OC Affective4r	80.1789	75.296	.378	.898
OC Affective5r	79.8293	71.208	.597	.893
OC Affective6r	79.6341	71.939	.645	.892
OC Affective7	80.1382	72.104	.510	.895
OC Affective8r	79.8374	69.186	.655	.891
OC Continuance1r	79.4065	76.407	.243	.901
OC Continuance2	79.7398	70.883	.703	.891
OC Continuance3	79.5854	71.851	.682	.892
OC Continuance4r	80.1951	75.978	.262	.901
OC Continuance5	79.7642	73.805	.637	.894

OC Continuance6	79.6667	74.044	.672	.894
OC Continuance7	79.8293	74.848	.392	.898
OC Continuance8	79.6504	72.229	.609	.893
OC Normative1	79.9350	74.160	.396	.898
OC Normative2r	80.0081	70.647	.563	.894
OC Normative3r	80.0732	70.691	.575	.894
OC Normative4	80.0650	74.127	.402	.898
OC Normative5	80.2520	77.551	.142	.902
OC Normative6	80.2276	74.964	.341	.899
OC Normative7	80.1138	76.134	.301	.899
OC Normative8r	80.7805	74.796	.302	.900

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
83.4146	79.277	8.90379	24

Affective Communication

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.866	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC Affective1	24.5285	12.677	.804	.827

OC Affective2	24.4309	13.460	.857	.828
OC Affective3	24.6423	12.264	.765	.831
OC Affective4r	24.8374	16.023	.285	.879
OC Affective5r	24.4878	13.809	.585	.853
OC Affective6r	24.2927	14.619	.534	.858
OC Affective8r	24.4959	13.482	.537	.861
OC Affective7	24.7967	13.589	.614	.850

Continuance Commitment

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.867	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC Continuance1r	25.4715	10.268	.226	.892
OC Continuance2	25.8049	8.421	.670	.846
OC Continuance3	25.6504	8.180	.839	.825
OC Continuance4r	26.2602	9.997	.270	.891
OC Continuance5	25.8293	8.766	.877	.829
OC Continuance6	25.7317	9.165	.805	.839
OC Continuance7	25.8943	8.882	.627	.850
OC Continuance8	25.7154	7.976	.854	.822

Normative Commitment

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.808	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OC Normative1	22.3821	10.517	.528	.786
OC Normative2r	22.4553	9.398	.626	.770
OC Normative3r	22.5203	9.366	.655	.764
OC Normative4	22.5122	9.875	.701	.760
OC Normative5	22.6992	11.474	.399	.802
OC Normative6	22.6748	10.320	.607	.775
OC Normative7	22.5610	11.134	.522	.789
OC Normative8r	23.2276	11.718	.202	.834

3. CORRELATIONS

Descriptive Statistics

	Mean	Std. Deviation	N
Work_Engagement	3.3458	.48657	123
Affective_Commitment	3.5091	.52454	123

Continuance_Commitment	3.6850	.42355	123
Normative_Commitment	3.2327	.45615	123

Correlations

		Work_Engagement	Affective_Commitment	Continuance_Commitment	Normative_Commitment
Work_Engagement	Pearson Correlation	1	.656**	.330**	.338**
	Sig. (2-tailed)		.000	.000	.000
	N	123	123	123	123
Affective_Commitment	Pearson Correlation	.656**	1	.649**	.421**
	Sig. (2-tailed)	.000		.000	.000
	N	123	123	123	123
Continuance_Commitment	Pearson Correlation	.330**	.649**	1	.223*
	Sig. (2-tailed)	.000	.000		.013
	N	123	123	123	123
Normative_Commitment	Pearson Correlation	.338**	.421**	.223*	1
	Sig. (2-tailed)	.000	.000	.013	
	N	123	123	123	123

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4. REGRESSION

Regression Analysis of Affective Commitment and Work Engagement

Descriptive Statistics

	Mean	Std. Deviation	N
Affective_Commitment	3.5091	.52454	123
Work_Engagement	3.3458	.48657	123

Correlations

		Affective_Commitment	Work_Engagement
Pearson Correlation	Affective_Commitment	1.000	.656
	Work_Engagement	.656	1.000

Sig. (1-tailed)	Affective_Commitment	.	.000
	Work_Engagement	.000	.
N	Affective_Commitment	123	123
	Work_Engagement	123	123

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Work_Engagement ^b	.	Enter

a. Dependent Variable: Affective_Commitment

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.656 ^a	.431	.426	.39739	2.151

a. Predictors: (Constant), Work_Engagement

b. Dependent Variable: Affective_Commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.459	1	14.459	91.560	.000 ^b
	Residual	19.109	121	.158		
	Total	33.568	122			

a. Dependent Variable: Affective_Commitment

b. Predictors: (Constant), Work_Engagement

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.142	.250		4.568	.000		

Work_Engagement	.708	.074	.656	9.569	.000	1.000	1.000
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a. Dependent Variable: Affective_Commitment

Collinearity Diagnostics^a

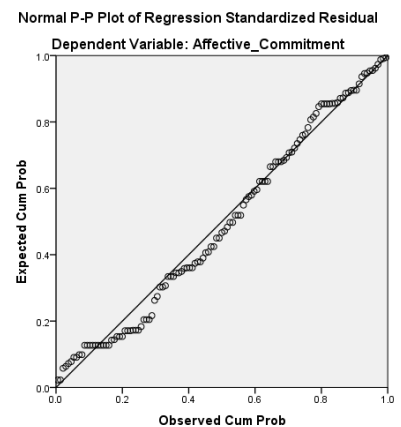
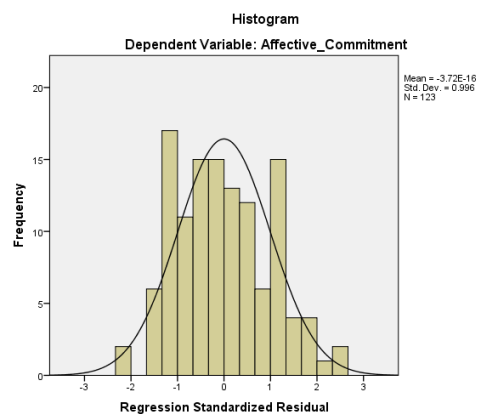
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Work_Engagem ent
1	1	1.990	1.000	.01	.01
	2	.010	13.881	.99	.99

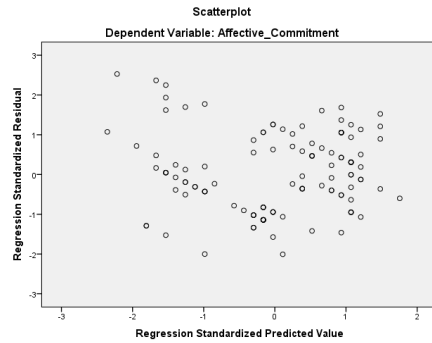
a. Dependent Variable: Affective_Commitment

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6984	4.1135	3.5091	.34427	123
Std. Predicted Value	-2.355	1.756	.000	1.000	123
Standard Error of Predicted Value	.036	.092	.049	.012	123
Adjusted Predicted Value	2.6743	4.1218	3.5080	.34571	123
Residual	-.79750	1.00438	.00000	.39576	123
Std. Residual	-2.007	2.527	.000	.996	123
Stud. Residual	-2.017	2.591	.001	1.005	123
Deleted Residual	-.80813	1.05552	.00113	.40323	123
Stud. Deleted Residual	-2.043	2.655	.003	1.011	123
Mahal. Distance	.001	5.545	.992	1.052	123
Cook's Distance	.000	.171	.009	.020	123
Centered Leverage Value	.000	.045	.008	.009	123

a. Dependent Variable: Affective_Commitment





Regression Analysis of Continuance Commitment and Work Engagement

Descriptive Statistics

	Mean	Std. Deviation	N
Continuance_Commitment	3.6850	.42355	123
Work_Engagement	3.3458	.48657	123

Correlations

		Continuance_ Commitment	Work_Engagement
Pearson Correlation	Continuance_Commitment	1.000	.330
	Work_Engagement	.330	1.000
Sig. (1-tailed)	Continuance_Commitment	.	.000
	Work_Engagement	.000	.
N	Continuance_Commitment	123	123
	Work_Engagement	123	123

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Work_Engagem ent ^b	.	Enter

a. Dependent Variable: Continuance_Commitment

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.330 ^a	.109	.101	.40150	2.048

a. Predictors: (Constant), Work_Engagement

b. Dependent Variable: Continuance_Commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.380	1	2.380	14.765	.000 ^b
	Residual	19.506	121	.161		
	Total	21.886	122			

a. Dependent Variable: Continuance_Commitment

b. Predictors: (Constant), Work_Engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.724	.253		10.787	.000		
	Work_Engagement	.287	.075	.330	3.843	.000	1.000	1.000

a. Dependent Variable: Continuance_Commitment

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Work_Engagement
1	1	1.990	1.000	.01	.01
	2	.010	13.881	.99	.99

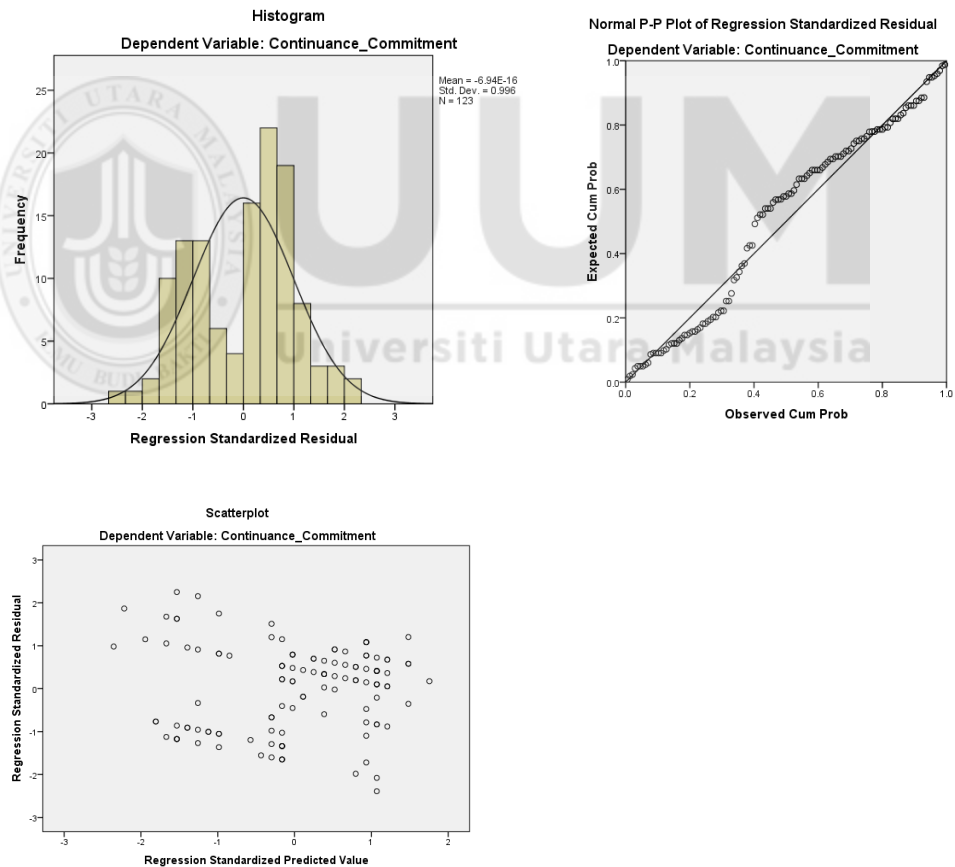
a. Dependent Variable: Continuance_Commitment

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3560	3.9302	3.6850	.13968	123
Std. Predicted Value	-2.355	1.756	.000	1.000	123

Standard Error of Predicted Value	.036	.093	.050	.012	123
Adjusted Predicted Value	3.3337	3.9278	3.6843	.14089	123
Residual	-.95948	.90414	.00000	.39985	123
Std. Residual	-2.390	2.252	.000	.996	123
Stud. Residual	-2.411	2.283	.001	1.005	123
Deleted Residual	-.97660	.92959	.00061	.40731	123
Stud. Deleted Residual	-2.461	2.325	.000	1.011	123
Mahal. Distance	.001	5.545	.992	1.052	123
Cook's Distance	.000	.093	.009	.014	123
Centered Leverage Value	.000	.045	.008	.009	123

a. Dependent Variable: Continuance_Commitment



Regression Analysis of Normative Commitment and Work Engagement

Descriptive Statistics

	Mean	Std. Deviation	N
Normative_Commitment	3.2327	.45615	123
Work_Engagement	3.3458	.48657	123

Correlations

		Normative_C ommitment	Work_Engage ment
Pearson Correlation	Normative_Commitment	1.000	.338
	Work_Engagement	.338	1.000
Sig. (1-tailed)	Normative_Commitment	.	.000
	Work_Engagement	.000	.
N	Normative_Commitment	123	123
	Work_Engagement	123	123

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Work_Engagem ent ^b	.	Enter

a. Dependent Variable: Normative_Commitment

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.338 ^a	.114	.107	.43113	2.278

a. Predictors: (Constant), Work_Engagement

b. Dependent Variable: Normative_Commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.894	1	2.894	15.571	.000 ^b
	Residual	22.491	121	.186		
	Total	25.385	122			

a. Dependent Variable: Normative_Commitment

b. Predictors: (Constant), Work_Engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.174	.271		8.015	.000		
	Work_Engagement	.317	.080	.338	3.946	.000	1.000	1.000

a. Dependent Variable: Normative_Commitment

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Work_Engagement
1	1	1.990	1.000	.01	.01
	2	.010	13.881	.99	.99

a. Dependent Variable: Normative_Commitment

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8700	3.5031	3.2327	.15403	123
Std. Predicted Value	-2.355	1.756	.000	1.000	123
Standard Error of Predicted Value	.039	.100	.053	.013	123
Adjusted Predicted Value	2.8343	3.5119	3.2323	.15493	123
Residual	-1.14761	.79070	.00000	.42936	123
Std. Residual	-2.662	1.834	.000	.996	123
Stud. Residual	-2.685	1.845	.000	1.004	123

Deleted Residual	-1.16808	.80006	.00043	.43678	123
Stud. Deleted Residual	-2.758	1.864	.000	1.010	123
Mahal. Distance	.001	5.545	.992	1.052	123
Cook's Distance	.000	.064	.009	.012	123
Centered Leverage Value	.000	.045	.008	.009	123

a. Dependent Variable: Normative_Commitment

